



## Council Agenda Report

**From:** Freda Berman, Maintenance Superintendent

**Subject:** Landscape and Lighting District and Drainage Maintenance District Assessment  
Engineering Services

**Date:** October 3, 2017

---

### Facts

1. The El Paso de Robles Landscape and Lighting District No. 1 (LLD) is comprised of 147 sub-areas of which 113 are grouped into 14 different benefit zones. These sub-areas identify the properties within a particular commercial development or residential subdivision that benefit from improvements installed in connection with the development of those properties or directly benefit those properties.
2. The El Paso de Robles Drainage Maintenance District No. 2008-1 (DMD) is comprised of a planned residential development designated as parcel map PR03-0338 – Ashwood Place. It has been determined that improvements are required and necessary for the orderly development of the parcels and land within the development.
3. Property owners in both the LLD and the DMD are assessed annually for necessary maintenance of the designated improvements. A professional assessment engineering firm works closely with City staff to develop the annual assessment budgets, provide development review and monitoring support services and District formation/annexation services.
4. The current contract for LLD/DMD assessment engineering services expires this year. Staff issued a RFP soliciting qualified proposals. Four firms responded – Willdan Financial Services, SCI Consulting Group, David Taussig & Associates and Albert A. Webb Associates.
5. Three firms, Willdan, Taussig and Webb, were invited to participate in a panel interview with staff representing Community Development, Community Services, Public Works and Administrative Services.
6. The City currently contracts with Willdan Financial Services for assessment engineering services and is very satisfied with their performance. Although all three candidates demonstrated the technical capabilities to provide services for the LLD and DMD, Willdan demonstrated the best understanding of the Paso Robles LLD and DMD as well as a firm commitment to work to provide a high level of customer service to both City staff and the public.

### Options

1. Take no action.
2. Approve an agreement with Willdan Financial Services. Duration of the initial contract term is six years with renewal provisions for two two-year extensions, by mutual consent, for a total of 10 years.
3. Direct staff to pursue a different LLD/DMD assessment engineering approach.

### Analysis and Conclusions

The Landscape and Lighting District and Drainage Maintenance District are challenged by ongoing cost increases in water, electric and landscape maintenance rates. Willdan Financial Services is completely familiar with the peculiarities of the Districts and is best equipped to continue a consistent level of assessment engineering services.

**Fiscal Impact**

The Landscape and Lighting District budget contains sufficient funding and no additional allocation is necessary.

Annual District Administration Services\*

|                                 |          |
|---------------------------------|----------|
| Landscape and Lighting District | \$22,000 |
| Drainage Maintenance District   | \$ 1,000 |

District Formation/Annexation & Assessment Engineering\*\*

|   |                     |
|---|---------------------|
| Development Review and Monitoring Support         | no charge           |
| Assessment District Formation                     | \$15,000 - \$24,000 |
| Assessment District Annexation                    | \$ 8,500 - \$12,500 |
| Consulting Services for New/Increased Assessments | \$10,000 - \$35,000 |

\*The annual administration fee after the initial year is subject to an increase and will not exceed the change in the annual Consumer Price Index for the applicable region.

\*\*if requested

**Recommendation**

Authorize the City Manager to enter into an agreement with Willdan Financial Services for Landscape and Lighting District and Drainage Maintenance District Assessment Engineering Services at an annual cost of \$23,000. Duration of the initial contract term is six years with renewal provisions for two, two-year extensions, by mutual consent, for a total of 10 years.

**Attachments**

1. Willdan Financial Services proposal



Proposal for  
**Assessment Engineering Services  
for El Paso de Robles Landscape  
and Lighting Maintenance District  
No. 1 and Drainage Maintenance  
District No. 2008-1**





July 6, 2017

Ms. Freda Berman  
Project Manager  
City of El Paso de Robles  
1000 Spring Street  
Paso Robles, California 93446

**Re: Proposal for Assessment Engineering Services for El Paso de Robles Landscape and Lighting Maintenance District No. 1 and El Paso de Robles Drainage Maintenance District No. 2008-1**

Dear Ms. Berman:

In response to the City of El Paso de Robles ("City") Request for Proposals ("RFP") for professional assessment engineering consulting services, Willdan Financial Services ("Willdan") presents the attached proposal documenting our qualifications and a comprehensive approach to perform the required services. **Since 1994 Willdan has served the City of El Paso de Robles** and will continue to leverage our knowledge of your internal operations and key staff to facilitate these services in a cost-effective and efficient manner; focusing less time on data gathering, and more on analysis, resulting in less of a draw on City staff time.

To satisfy the RFP requirements, outlined below are the specific points to be addressed in the cover letter.

**Willdan's Major Focus** — Since our inception on June 24, 1988, Willdan Financial Services was founded on the premise of providing the items listed in the scope of services at an advanced level of customer support. In fact, our District Administration Services ("DAS") group has over 30 employees wholly dedicated to providing ongoing special district administration services. **This group provides professional consulting services to over 200 agencies located within 52 counties, in order to generate over \$692 million in levies on more than 7.2 million parcels.** Thus, our staff possesses a high-level understanding of the special issues and challenges local government agencies face.

**Financial Stability** — Willdan Financial Services is a wholly-owned subsidiary of Willdan Group, Inc. (WGI). WGI has sustained a healthy financial performance record due to the outstanding performance of the four operating divisions and a strong, dependable reputation in municipal consulting. A snapshot of WGI's financial statistics are provided below demonstrating our financial stability.

- In business for over 50 Years
- Market capitalization of \$188.54 million (as of end of 4th Quarter, 2016)
- Fiscal Year 2016 revenue of \$208.9 million
- \$7.5 million Line of Credit (as of end of 4th Quarter, 2016)
- \$22.7 million in cash and cash equivalents (as of end of 4th Quarter, 2016)
- As a publicly traded company (NASDAQ ticker: WLDN), must provide public financial information as required by the Securities Exchange Commission (SEC)

**Project Understanding** – Willdan understands that the City seeks the services of a professional assessment engineering consulting firm to serve as the district administrator for the El Paso de Robles Landscape and Lighting Maintenance District (LLMD) No. 1 and Drainage Maintenance District No. 2008-1. This assignment will also include the following: review of new development projects and recommend next steps; assist with future special district formation/annexations projects; and balloting for new/increased assessments.

Willdan is intimately familiar with the City's LLMD, having assisted in the reorganization of the zones/sub-areas into shared and local improvements completed in mid-2016. Willdan revised the existing Engineer's Report by expanding upon the distinction between general and special benefit, updating the district budget to breakdown cost into shared and local revenue and expenditures, updating improvement information, the mapping of improvements, and creating a user-friendly district improvement summary booklet for property owners. Based on this work there were several zones/sub-areas that were balloted, 40% of which approved an assessment increase containing an annual Consumer Price Index inflator.

Willdan team members will utilize the knowledge gained from this assignment to properly administer the assessment districts. This information will especially be useful if the City decides to re-ballot the LLMD zones that failed and wish to enhance the services parcels receive from the LLMD.

I am confident that the attached proposal clearly demonstrates that Willdan and our assigned staff members possess the exact core competencies, depth of resources, experience, and capabilities required to conduct the City's engagement, with the highest level of professionalism. If you wish to discuss any aspect of this proposal, or arrange for an interview, please contact Project Manager Susana Medina (see table below). We look forward to hearing from you.

| Contact Information   |
|---|
| Susana Medina, Project Manager                                      |
| 27368 Via Industria, Suite 200                                      |
| Temecula, CA 92590  |
| Tel#: (951) 587-3546   Fax #: (951) 587-3510                        |
| Email: <a href="mailto:smedina@willdan.com">smedina@willdan.com</a> |

Furthermore, the following proposal shall remain firm and valid for 90 days after the July 7, 2017 submission deadline.

Sincerely,

Willdan Financial Services



Mark J. Risco  
President and CEO

COMPREHENSIVE. INNOVATIVE. TRUSTED.





# Table of Contents

Qualifications ..... 1

Firm Profile ..... 1

Project Experience ..... 1

District Administration Technology, Capabilities and Innovations ..... 5

Scope of Services ..... 7

    Staffing..... 10

Subcontractors ..... 10

Resumes ..... 10

Susana Medina ..... 11

Stacey Reynolds ..... 12

Jo-Anne Bogias ..... 13

Pauline Nguyen ..... 14

Robert Quaid, CPA..... 15

Richard Kopecky, PE ..... 15

    Fee Proposal ..... 16

District Administration Services..... 16

Other District Formation/Annexation and Assessment Engineering Services..... 16

Reimbursable Expenses ..... 17

Hourly Rates ..... 18

Exceptions ..... 18

Client References ..... 19

Disclosures ..... 22



# Qualifications

## Firm Profile

Willdan Financial Services is one of four operating divisions within Willdan Group, Inc. (WGI), which was founded in 1964, as an engineering firm working with local governments. Today, WGI is a publicly owned company (NASDAQ ticker: WLDN). WGI, through its subsidiaries, provides technical and consulting services that ensure the quality, value, and security of our nation's infrastructure, systems, facilities, and environment. The firm has been a consistent industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, public financing, planning, building and safety, construction management, homeland security, and energy efficiency and sustainability services. Today, WGI has over 700 employees operating from offices in Arkansas, Arizona, California, Colorado, District of Columbia, Florida, Illinois, Kansas, Nevada, New Jersey, New York, Ohio, Oregon, Texas, and Washington.



Founded on June 24, 1988, Willdan Financial Services ("Willdan"), a California Corporation, is a wholly-owned subsidiary of WGI and is one of the largest public sector financial consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services.

Willdan assists local public agencies by providing the following services:

- Administration of special taxes, assessments, standby charges, and utility rates;
- District formation services for assessment/local improvement districts, Community Facilities Districts, Landscaping and Lighting Districts, and special taxes;
- Arbitrage rebate calculations;
- Continuing disclosure reports preparation and dissemination;
- Staff augmentation support; and
- Tax increment finance district formation and amendment.

Willdan's success is based on a corporate philosophy of personal service and we provide continuous support throughout the year. As you and your staff are aware we can always be reached should any questions or issues arise. Our standardized procedures and reporting formats ensure consistency within the District Administration, Federal Compliance and Financial Consulting groups and our "team approach" to servicing contracts means that if your assigned analyst is unavailable someone else will contact you without delay.

Our staff of over 70 full-time employees supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

## Project Experience

Since our inception, Willdan has provided public agencies the benefit of a comprehensive approach to special district consulting by including district formation and administration; delinquency management; continuing disclosure; and arbitrage rebate in our service offerings. This multi-service approach allows us to facilitate the flow of information between the different service areas, which creates less of a draw on agency staff time and reduces costs for these services. It also ensures that solutions and approaches provided in one area of work are consistent with overall policies and objectives. For instance, we form special districts with specific features to allow for ease of administration, as well as future annexations of new developments to the district. Finally, methodologies are created in a manner that allows for consistent application of agency policies from project to project. In view of our experience, Willdan is committed to:





- Having highly qualified core staff actively involved in day-to-day operations;
- Providing comprehensive and proactive customer service;
- Interfacing in a friendly and helpful manner with an agency’s governing body, staff, community organizations, and the public in general; and
- Staying current on legislation and legal proceedings involving assessments and other types of special districts, particularly issues related to Proposition 26 and 218.

In utilizing our broad range of experience, amassed over almost 30 years from supervising and being consistently at the forefront of innovative approaches to special district formation and administration services within the State of California, our methods and approaches will support the practical requirements of the City of El Paso De Robles (“City”) assessment engineering efforts.

### District Administration Experience

Willdan’s District Administration Services (“DAS”) group addresses the ongoing day-to-day activities associated with the long-term collection of bonded and “pay-as-you-go” special taxes, assessments, fees, utility rates, and standby charges. These types of services demand accurate, timely, and knowledgeable treatment of many details. Subsequently, Willdan focuses on quality control and brings the advantage of current technology and knowledge of recent legislation to our clients. The following graphic provides a snapshot of Willdan’s district administration experience, including the total number of Landscaping and Lighting Districts administered.



### Development Review Experience

As needed, Willdan will review the development documentation package provided by the City, which is anticipated to include various maps or diagrams (either electronically or in hardcopy) of new development improvement areas and/or parcels. Upon completion of this review, a written recommendation will be provided to the City discussing whether the new development should be annexed into a current zone within the Landscape and Lighting District No. 1 (“LLMD”), establishment of a new LLMD zone, or whether a new district should be formed for it.

Willdan currently provides similar development review services to the following clients, as well as has assisted with the annexation of development/specific parcels to existing assessment districts.

#### Development Review Client Listing

|                   |                       |                       |
|-------------------|-----------------------|-----------------------|
| City of Chico     | City of Loma Linda    | City of Tehachapi     |
| City of Covina    | City of Ridgecrest    | City of Tracy         |
| City of Fairfield | City of Riverbank     | City of Yorba Linda   |
| City of Lemoore   | City of Santa Clarita | County of Los Angeles |





### District Formation/Annexation and Proposition 218 Experience

For more than 100 municipalities, Willdan has successfully participated in the role of both special tax consultant and assessment engineer. These projects involved district formations, consolidations, annexations, re-engineerings, district modifications, Proposition 218 noticing and balloting, workouts, refundings, parity bond issues and other special projects. The chart below identifies Willdan's recent Assessment Engineering projects and the applicable service components of the agency's engagement, which are similar to those requested by the City.

| Assessment Engineering Client Listing  | Benefit Analysis | Analysis Implemented | Report Preparation | Public Outreach | District Administrator |
|--|------------------|----------------------|--------------------|-----------------|------------------------|
| City of Arcadia                        | ■                |                      |                    |                 | ■                      |
| City of Atwater                        | ■                | ■                    | ■                  |                 | ■                      |
| City of Fairfield                      | ■                | ■                    | ■                  |                 |                        |
| City of Fillmore                       | ■                | ■                    | ■                  |                 | ■                      |
| City of Indian Wells                   | ■                | ■                    | ■                  |                 | ■                      |
| City of Irvine                         | ■                |                      | ■                  |                 | ■                      |
| City of La Quinta                      | ■                |                      | ■                  | ■               | ■                      |
| City of Laguna Beach                   | ■                | ■                    | ■                  | ■               | ■                      |
| City of Lemon Grove                    | ■                | ■                    | ■                  |                 | ■                      |
| City of Lemoore                        | ■                | ■                    | ■                  |                 | ■                      |
| City of Moreno Valley                  | ■                | ■                    | ■                  |                 | ■                      |
| City of Murrieta                       | ■                | ■                    | ■                  |                 | ■                      |
| City of Palm Desert                    | ■                | ■                    | ■                  |                 | ■                      |
| City of El Paso de Robles              | ■                | ■                    | ■                  | ■               | ■                      |
| City of Pico Rivera                    | ■                | ■                    | ■                  | ■               | ■                      |
| City of Poway                          | ■                |                      | ■                  |                 | ■                      |
| City of Rialto                         | ■                | ■                    | ■                  |                 | ■                      |
| City of Ridgecrest                     | ■                | ■                    | ■                  |                 | ■                      |
| City of Salinas                        | ■                | ■                    | ■                  |                 | ■                      |
| City of San Bernardino                 |                  |                      | ■                  |                 |                        |
| City of San Luis Obispo                | ■                |                      |                    |                 |                        |
| City of Santa Clarita                  | ■                | ■                    | ■                  |                 | ■                      |
| City of Tracy                          | ■                | ■                    | ■                  |                 | ■                      |
| City of Yorba Linda                    | ■                | ■                    | ■                  | ■               | ■                      |
| County of Sacramento                   | ■                | ■                    | ■                  |                 |                        |
| Desert Recreation District (Indio, CA) | ■                |                      | ■                  |                 | ■                      |
| Los Angeles County Public Works        | ■                |                      | ■                  |                 | ■                      |
| Sacramento Metropolitan Fire District  | ■                |                      | ■                  |                 |                        |



## Unique Qualifications

Willdan currently provides special district consulting and administration services, including arbitrage rebate, to the City and recently assisted with the partial restructuring of the LLMD. Willdan's 23 years of experience with the City provides assurance of the professionalism and capability that will be brought to this engagement. Our knowledge of the organization, procedures and staff will allow us to effectively gather data and information, and identify appropriate next steps.

In addition to our extensive experience with the City, Willdan possesses the following unique qualifications which help set us apart from our competitors.

- Our company was initially established to specifically offer annual district administration as a specialty service. Since 1988, the company has evolved and our specialty services include, economic development, grant administration, construction audits, staff augmentation, along with formations, annexations, re-engineerings, re-assessments and refundings. Our organizational structure and systems have been designed to meet the needs of this niche market.
- Our staff has **29 consecutive years** (over 50 years for WGI overall) of providing engineering and consulting services related to special districts.
- **Ample Resources** — an extensive staff of over 30 individuals devoted to annual administration of special districts, including levy submittal, delinquency management, continuing disclosure, and property owner inquiries generated by such services. Our in-house staff performs district formation and administration, continuing disclosure, arbitrage rebate, apportionment, and delinquency management services.
- A focus on customer service, expressly on acting as an extension of agency staff.
- **MuniMagic<sup>SM</sup>** — specifically designed for district administration — is the database tool our project team utilizes to process levies, automate delinquency management, and to serve as a central source to address property owner and interested parties' inquiries. New functionality allows reporting on phone call activity.
- In-house licensed engineers to generate Engineer's Reports and related documentation.
- **Internet Access** (optional) — Web access to parcel data is available to clients for whom Willdan administers district data. This function is being redeveloped into a web base system that can be easily utilized from any location.
- **Geographical Information Systems (GIS)** — ability to utilize in-house, state-of-the-art GIS services, which is utilized for parcel/boundary audits, development of acreage information, and mapping/measuring improvements.
- **Money-saving Techniques** — innovative, cost effective, and comprehensive ways to meet your district formation and administration needs. Furthermore, we employ a variety of tools, including monitoring project status, implementing money-saving techniques (e.g., merging travel for meetings with adjacent agencies; employing technology [MuniMagic] to enhance speed and accuracy; and utilizing administrative and support staff to decrease time of higher priced management staff).
- **One-stop Shop** — in addition to our administration services; financial consulting services are offered consisting of cost-of-service studies, rate analysis, district formation, fiscal impact studies, and economic analysis — all of which enhance our capabilities to serve public agencies.



## District Administration Technology, Capabilities and Innovations

To accurately and efficiently administer special districts on behalf of our clients, Willdan has developed custom software program, known as MuniMagic; instituted a quality assurance process; and employs dedicated property owner service representatives that handle and direct all incoming calls received on our toll-free tax line. These innovations are discussed below in greater detail.

### MuniMagic Software

We are dedicated to the improvement of our technology. Our Information Technology staff created Willdan's **Municipal Administration Government Information Coordinator — MuniMagic** — a custom software program to address the specific requirements related to administering taxes, assessments, standby charges and fees. In addition, the program allows our clients to access parcel information through the Internet with a menu-driven format. With current changes in legislation and new programs focused on Property Assessed Clean Energy (PACE), Willdan IT/Development staff is currently developing a web base version of MuniMagic that will replace the current software program. The new software system is expected to be released in the later part of 2017.



MuniMagic consists of 2 servers that run current Microsoft SQL Server software and contains data for more than 13 million parcels. MuniMagic includes county assessor data, and other supplementary databases identifying parcel characteristics.

Willdan staff relies primarily on this tool to compute levies and, as such, has expanded our scope to provide agencies with direct access to the data contained in MuniMagic through our Internet Website at [www.willdan.com/financial/](http://www.willdan.com/financial/). This access allows licensed agency staff to access parcel-related information, such as Assessor's Parcel Number, situs and mailing addresses, assessment and tax amounts, and updated payment status. Our project managers and analysts are fully trained in the nuances of the software, and they are using its internal quality control checklists and automated forms for greater efficiency.

### Quality Assurance Process

Willdan's standard administration practice includes an additional three levels of review for our products and deliverables in which report presentation or work product dissemination is scrutinized, levy data is updated from the most recent county secured roll information, all parcel changes and potential rejects are researched and reconciled, new Assessor's Parcel Numbers (APNs) are identified, and the proposed assessment/tax amounts are recalculated and resubmitted. As demonstrated by the workflow chart the three supplementary levels that Willdan staff performs for all work products primarily consist of:

1. Peer review,
2. Project manager review, and
3. Final quality assurance manager review.

In addition, a key to our success is a designated principal consultant responsible for implementing quality control measures. Mr. Robert Quaid, a Certified Public Accountant, is instrumental in preparing quality control checklists and sign-off mechanisms for each of our administration services. These quality control measures are embedded in the latest evolution of MuniMagic and are a required element of the day-to-day analyst and project management activities within the group.

### Quality Assurance Levels of Review







The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established. The goals of the Willdan quality assurance / quality control process team are to:

- Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed;
- Establish a consistent and uniform approach to the services performed;
- Ensure efficient use of resources;
- Emphasize quality in every phase of work; and
- Implement appropriate quality control measures for each work task of the project.

Willdan’s DAS group has also established a Consulting Project Review Team to review the financial and written documentation prepared in conjunction with special district formation, annexation, re-engineering, refunding and benefit assessment analysis engagements. Each work product is reviewed by a project manager that was not involved in the preparation of the deliverables. This independent reviewer will compare the documentation against a checklist specifically developed for these types of projects.

### Property Owner Service Representatives

Willdan acts as the primary contact to provide assistance and answer property owner questions regarding assessments/special taxes. Willdan’s toll-free telephone number will be provided to the County for inclusion on the tax bills for property owners to call with questions throughout the year. Likewise, Willdan will field inquiries from City staff, lenders, and other interested parties concerning the annual installments. Phone inquiries will be documented using Willdan’s proprietary computer system. A phone call log can be sent (upon request) to the City.

Willdan employs dedicated property owner service representatives, who respond to phone inquiries and serve as the primary contact in answering questions related to charges, assessments, and special taxes on property owner tax bills. They utilize Willdan’s proprietary computer system, MuniMagic, to readily access the owner’s name, APN, the existing taxes/assessments, and more; thus, enabling expedient service. In addition, our phone system is specifically set up to automatically route calls to an available person so that property owners will reach a live representative and not voicemail. This ensures that City staff is not directly impacted by these calls, but instead can be confident that property owner inquiries are answered expediently and professionally.

Our representatives field property owner and other interested parties’ questions in fluent English, Spanish, Tagalog, Korean, and Vietnamese. They are available to respond to phone calls from 8:00 am until 5:00 pm, Monday through Friday (excluding major holidays when Willdan offices are closed).

These individuals have been trained to respond to questions relating to fees, charges, assessments, and special taxes. To allow consistent answers for common questions, we have established scripts for our clients, such as:

- What are the charges funding?
- How long will the charge be levied?
- Can it be paid off?
- Will it increase?



## Scope of Services

Willdan has read in its entirety the City's Request for Proposals ("RFP") and agrees to perform those tasks identified within RFP Section VI (Scope of Services Required), as well as Exhibit A of the Professional Services Agreement (RFP Attachment A). A detailed scope of services specific to District Administration Services has been provided within this section for your review and consideration. Due to the nuances typically associated with assignments that fall within the service areas of development review and monitoring support, district formation/annexation, and consulting services for new or increased assessments, a specific work plan for each has not been included. When an assignment that falls within these service areas arises, Willdan will prepare a letter proposal for the project identifying the associated work plan and fee for the City's review and consideration.

Furthermore, Willdan is aware that in the future specific sub-areas/zones within the LLMD may need to be re-balloted, if the City or affected property owners wish to increase the level of service received. Memorialized below are the results of the LLMD Proposition 218 assessment increase effort in 2016.

| El Paso de Robles Landscape & Lighting District No. 1 Assessment Increase Effort |         |
|--|---------|
| Sub-Area   | Outcome |
| SA-1   | Fail    |
| SA-4   | Fail    |
| SA-6   | Fail    |
| SA-18  | Pass    |
| SA-19  | Fail    |
| SA-2A2   | Fail    |
| SA-2A3   | Fail    |
| SA-15  | Fail    |
| SA-20  | Fail    |
| SA-25  | Fail    |
| SA-30  | Pass    |
| SA-5   | Pass    |
| SA-16  | Pass    |
| SA-27  | Pass    |
| SA-13  | Pass    |
| SA-3   | Fail    |
| SA-22  | Pass    |
| SA-46  | Fail    |
| SA-66  | Pass    |
| SA-44  | Fail    |

## District Administration Services

Outlined below in detail is Willdan's recommended services and activities to meet and support the City's its Landscape and Lighting Maintenance District and Drainage Maintenance District Administration needs. To properly administer the El Paso de Robles Landscape and Lighting Maintenance District No. 1 and El Paso de Robles Drainage Maintenance District No. 2008-1 (collectively the "Districts"), Willdan will perform the following scope of services.

1. Schedule an annual kick-off meeting with City staff to review the existing district information. Identify and discuss possible changes to the Districts for the upcoming fiscal year, including budget issues, annexations, modification or expansion of district improvements, as well as legislative changes that may impact the district.



2. Prepare an annual levy timeline identifying key dates and timeframes for pertinent tasks throughout the levy process. This timeline will be reviewed and discussed with City staff. As needed, the timeline will also be adjusted to address the City's scheduling requirements or proposed district changes.
3. Review the District's budgets provided by the City, and coordinate with City staff to assist with accurate cost-recovery accounting. Willdan will assist City staff to prepare and review the annual district budgets; thus, ensuring the appropriate incorporation of maintenance contract costs, administrative expenses, material costs, capital costs, and other incidental costs into the district budget to achieve maximum cost-to-benefit equity. Willdan can help verify that adequate and appropriate fund balances are identified. In addition, we will use the updated parcel databases for each district to provide estimates of the assessment revenue for the upcoming fiscal year. These revenue estimates will be incorporated into the fiscal year budgets for the Districts, which will be analyzed to determine required changes in the level of assessment or funding from other sources.
4. Develop and maintain a parcel levy database by using parcel information from various sources. As new data becomes available, update the database and enhance the data through parcel research using current secured roll information, County Assessor maps, various third-party resources, and specific information provided by the City (e.g., up-to-date map approval status, building permits or certificate of occupancy data). Updates to the database will include those necessitated by the addition and/or removal of parcels, land subdivisions and merges, ownership and mailing address changes, and adjusted benefit unit information. This database will then become the source for the calculation of the annual district assessments.

Based upon their assigned benefit, our MuniMagic software will be used to calculate the annual assessments for the parcels within the Districts. This software is capable of handling complex assessment methodologies and formulas, calculating the annual assessments, and producing files in the required format for submittal to the County Auditor/Controller's Office. The same data can then be used to reproduce databases of assessed parcels in hardcopy, CD-ROM, or other electronic formats. The County secured roll, Assessor's parcel maps, or any other necessary or required data sources for the calculation of the annual assessments will then be purchased by Willdan; and the cost will be passed onto the City.

5. Draft resolutions to be adopted in conjunction with the annual levy of assessments by utilizing resolutions previously adopted by the City for the annual levy process. Assist City staff in the preparation of staff reports. The City acknowledges that the City Attorney will review all resolutions for form and content, as is intended.
6. Attend the annual public hearing to be available to answer any questions. Willdan staff time for this meeting is included in our fee proposal, while travel expenses will be billed separately from actual costs incurred. Additional meetings will be billed at our then-current "Hourly Rates" (please see the cost proposal for further details).
7. Prepare in accordance with the Landscaping and Lighting Act of 1972 or the Benefit Assessment Act of 1982, as well as the provisions of California Constitution Article XIIIID (Proposition 218), the annual Engineer's Reports. The reports will include the following required items:
  - A general description of the district, which may include key historical facts, zone designations, and discussion of district benefits;
  - A description of the plans and improvement specifications (this may apply to documents on file at the City);
  - An estimate of the costs of the improvements (budget);
  - A description of the Method of Apportionment (assessment calculation);
  - A diagram of the district (provided by the City);
  - An inventory map (provided by the City); and
  - An assessment of the estimated cost to each parcel.
8. Upon the City's request, provide the City with bound copies of each full Engineer's Report.
9. Provide assessment amounts for each parcel by APN to the County Auditor/Controller's Office in the media, format and configuration required by the County for placement on the annual property tax roll.





10. Provide resolutions ordering the levy, collection of assessments, and any other necessary information to the County Auditor/Controller's Office.
11. Research the exceptions upon receipt of a parcel exceptions list from the County; and update parcel number changes, as well as report the revised parcels and updated levy amounts to the County. As necessary, Willdan will prepare for City staff additional County-required correspondence relating to the submittal, correction, or removal of assessments to the County tax roll.
12. Provide the City with a levy summary report comparing budget amounts to the actual applied levy. This levy summary will include a description of the reasons for any significant variances between the amounts budgeted, and the amounts actually applied to the County tax roll.
13. Provide the City with final applied rolls for each district.
14. Act as primary contact (at the discretion of the City) to answer property owner questions regarding the Districts and assessments. Willdan typically provides the County our toll-free telephone number for inclusion on the tax bills for property owners to call with questions.

**Client Responsibilities – District Administration Services**

As required by law, the City is responsible for publishing the public hearing notices in the local newspaper, as well as posting these notices. Willdan will rely on being able to obtain the following information from the City:

- Annual budget information, including estimated fund balances.
- Recent City annexations, new or expanded land developments, included public facilities (e.g., streetlights and landscaping), and new traffic signals.
- Changes, modifications or updates to the improvements described in the previous year's Engineer's Report.
- An electronic listing of all parcels within each district for the most recent fiscal year, with the corresponding parcel information necessary to calculate the assessments.
- Certified copies of the resolution(s) or other documentation required by the County for submittal of the annual levy.
- Complete list of improvements provided and maintained in each specific zone, and identified in the current Engineer's Report as being on file in the Engineering Department.
- Updated boundary diagrams, as required.
- Services of legal counsel for the preparation of resolutions; a review of the Engineer's Report; and such other legal opinions, as may be necessary.

Likewise, the City will assist Willdan in obtaining pertinent development information (if needed).

The City acknowledges that Willdan shall be relying upon the accuracy of the information provided by the City or their designees and that Willdan shall not be liable for any inaccuracies contained therein.

**Additional Related Services**

In addition to those services outlined within the RFP, additional services for the City's consideration have been listed below. These services would enhance the administration of the Districts, as well as the associated documentation on file.

- Electronically plot lighting and/or drainage improvements, and incorporate this information into the applicable Engineer's Report to enhance the special versus general benefit description;
- Assistance with the bidding of landscaping for the LLMD;
- Create an assessment management database in Microsoft-Excel format containing information specific to the improvements, for example; year of installation, the useful life and anticipated replacement year; and
- Feasibility of conversion to LED lights.

If the City would like to pursue any of the services outlined above, the Willdan Team would be happy to discuss with the applicable City staff.



## Staffing

Our management and supervision philosophy for the project team is very simple; staff every position in sufficient numbers with experienced, capable personnel to deliver increased responsiveness and superior work products. With that philosophy in mind, we propose to staff this engagement with experienced professionals. We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance.

Project Manager **Susana Medina** will continue to serve as the City's **project manager and day-to-day contact** and is tasked with working closely with other members of the Willdan Team on the administration of the City's special districts. She, along with **supporting analyst Ms. Jo-Anne Bogias**, will maintain the parcel databases, provide formatted levy data to the County, research parcel changes, and respond to property owner inquiries.

To further enhance the team, we have added Senior Project Manager **Stacey Reynolds** to the project team to serve as **co-project manager** with Ms. Medina. Ms. Reynolds will also manage special projects related to development review and monitoring support, district formation/annexation, and consulting services for new or increased assessments. This addition will enhance Willdan's ability to provide quality client deliverables, and high levels of integrity and outcomes necessary to properly administer special districts.

Senior Project Analyst **Pauline Nguyen** will serve as **co-analyst and GIS specialist** on the engagement. She will perform electronic mapping tasks typically associated with assessment engineering assignments.

**Ancillary support** will be provided by Principal Consultant **Robert Quaid, CPA**, and Mr. **Richard Kopecky, P.E.** Mr. Quaid will serve as the quality control manager. He has been instrumental in preparing quality control checklists and sign-off mechanisms for each of our administration services. While Mr. Kopecky will serve as the assessment engineer and provide technical engineering advice, as needed.

*At the City's request, Ms. Stacey Reynolds and Ms. Pauline Nguyen will serve as alternates for Project Manager Susana Medina and Analyst Jo-Anne Bogias, respectively.*

## Subcontractors

Willdan will not require the assistance of a subcontractor to complete the services identified within the City's RFP.

## Resumes

Resumes for the personnel identified above are presented on the following pages. Furthermore, client references have been provided for Ms. Medina, Ms. Reynolds, Ms. Bogias and Ms. Nguyen within their respective resumes.



**Education**

Master's Degree in Political Science American Public University

Bachelor of Science in Mathematics / Applied Science, with an emphasis in Management and Accounting, University of California, Los Angeles

**Areas of Expertise**

Assessment Districts

Community Facilities Districts

Local Improvement Districts

Property and Business Improvement Districts

Sewer Districts

Community Services Districts

Analyzing District Finances

District Audits

Redeeming Bonds

Apportionments

Delinquency Management

Municipal Disclosure

Special District Formations and Annexations

Bond Financings

Bond Refundings

**11 Years' Experience**

**Susana Medina**

**Project Manager**

Ms. Susana Medina has been proposed to continue to serve as project manager for the administration of the City's assessment districts.

Landscape and lighting districts, Community Facilities Districts, sewer districts, local improvement districts, and delinquency management are just some of Ms. Medina's areas of expertise. She assists in the research and analysis necessary to resolve local government financial issues related to district formation and administration. She also provides general information to public agencies and property owners on questions pertaining to assessment districts and special taxes, as well as on the status of property delinquencies.

**Project Knowledge**

Ms. Medina manages administration services of various types of land-based special financing districts, including:

- Levy calculations;
- District audits;
- Apportionments;
- Special district formations/annexations; and
- Disclosure;
- Bond financings and refundings.
- Delinquency management;

**Relevant Project Experience**

**1972 Act Landscape and Lighting Districts** – Ms. Medina manages and serves as the expert consultant on over 30 landscaping and lighting districts for agencies throughout California including: *Arcadia, Claremont, Desert Recreation District, Indian Wells, Rialto, Artesia, Camarillo, Conejo Recreation and Park District, Irwindale, Lafayette, Paso Robles, Paramount, Adelanto, Hillwood, Indio, Kingsburg, San Fernando, Santa Fe Springs, and South Gate.*

**Annual Administration of Sewer Districts** – Ms. Medina manages and serves as the expert consultant for sewer districts with intricacies that include senior discounts, coordination with private utility companies, manipulation of data to locate the corresponding APN based on parcel characteristics and calculation of sewer charges. She currently assists the *City of La Puente* with two sewer service districts, as well as the *Cities of Irwindale, Pinole, and Rialto.*

**District Formations and Annexations** – Ms. Medina has formed Community Facilities and Landscape Maintenance Districts for various agencies, including: *Cities of Covina, Fairfield, Kingsburg, Rialto, Riverbank, Livingston, Lemon Grove, and Moreno Valley;* as well as the annexation of parcels to existing districts. Her duties include preparation of the Consent and Waiver forms, petitions, resolutions, Rate and Method of Apportionments, CFD reports, notices and ballots, and notices of special tax liens.

**General District Administration** – Ms. Medina manages the day-to-day district administration on over 100 districts throughout California. General district administration duties include preparing a comprehensive annual report, calculating and apportioning the special taxes, maintaining and updating an electronic database, submitting levies to the County Auditor/Controller's Office, researching and resubmitting installment amounts to the County, fielding inquiries via Willdan's toll-free number, monitoring delinquencies, providing an annual report to CDIAC, preparing Notices of Special Tax, calculating written prepayment quotes for special tax liens, and performing all bond call spreads.

**Client References**

**City of Tracy, CA** – Anne Bell, Management Analyst II; Tel #: (209) 831-6859; Email: [anne.bell@cityoftracy.org](mailto:anne.bell@cityoftracy.org)

**City of Fairfield, CA** – Peri Dean, Special District Services; Tel # (707) 428-7089; Email: [pdean@fairfield.ca.gov](mailto:pdean@fairfield.ca.gov)





## Stacey Reynolds

### Co-Project Manager

#### Education

Master of Science,  
University of Phoenix

Bachelor of Science,  
LaSalle University

#### Areas of Expertise

Benefit/Maintenance  
Assessment Districts

Community Facilities  
Districts

Marks-Roos Pools

Local Improvement Districts

#### Professional Affiliations

California Society of  
Municipal Finance Officers

Municipal Management  
Association of Southern  
California

#### 14 Years' Experience

Ms. Reynolds is a senior project manager in Willdan's DAS group. Her responsibilities include annexations, formations, benefit analyses, re-engineerings and the administration of Community Facilities Districts, Local Improvement Districts, Assessment Districts, and other special districts. She has experience creating and maintaining district databases, preparing annual assessments, charges and taxes, calculating prepayments, assisting with district analyses for refunding purposes, preparing bond calls, analyzing flow of funds, providing customer service to property owners, and overseeing Willdan's proprietary software MuniMagic, which is utilized in the day-to-day workflow.

Ms. Reynolds will serve as an alternate for Project Manager Susana Medina. She will also manage special projects related to development review and monitoring support, district formation/annexation, and consulting services for new or increased assessments.

#### Project Experience

**City of El Paso de Robles, CA – Assessment Re-engineering:** Ms. Reynolds recently completed the re-engineering of the City's El Paso de Robles Landscape and Lighting Maintenance District No. 1. It was the City's desire to combine shared improvement areas, where feasible, to simplify the overall district structure and to develop appropriate assessments for optimal service levels originally planned for all areas in the LLMD. Ms. Reynolds assisted in the preparation of the benefit assessment analysis, conducted the community outreach meetings, prepared the Engineer's Report, staff reports, resolutions and ballots for the areas designated as underfunded in the District. Upon completion of the project, 40 percent of the underfunded subareas/zones approved the new increased assessment, which included an annual CPI inflator. This was the highest approval percentage in the last ten years for the City's LLPM.

**Cities of Indio, Rocklin, Stockton and Tracy, CA:** Assisted each city with the refunding of special tax bonds. Work involved the preparation of calculations for the Preliminary Official Statements and Official Statements.

**City of Santa Clarita, CA – Special District Administration Services:** Ms. Reynolds supervises and assists in the daily administration of the City's Community Facilities District, Open Space Preservation District (54,811 parcels), Landscape Maintenance District (approximately 50 zones comprised of 87,000 parcels), Streetlight Maintenance Districts (approximately 54,811 parcels), Drainage Benefit Assessment Districts (1,899 parcels), and Stormwater Pollution Prevention Fee District (62,000 parcels). Her duties include the review of the annual Engineer's Reports, resolutions, updated parcel databases, fees and submission of levies to the County of Los Angeles.

Ms. Reynolds has also been part of the Willdan Team tasked with the preparation of a benefit review and analysis of potential modifications to the special districts. The objective of the analyses is to ensure compliance with applicable assessment legislation, Proposition 218 and recent changes to applicable case law.

**City of Tracy, CA – Landscaping and Lighting District Annexation Services:** Ms. Reynolds assists the City with the annexation of new development to the Tracy Consolidated Landscape Maintenance District. This includes the review of improvements and services to be funded and the areas/properties to be served to verify the existing special/general benefit nexus and assessment methodology is consistent with current case law.

#### Client References

**City of Chico, CA –** Brendan Ottoboni, Public Works Director; Tel #: (530) 879-6901; Email: [brendan.ottoboni@chicoca.gov](mailto:brendan.ottoboni@chicoca.gov)

**City of Indio, CA –** Paul A. Stalma, Parks Services Supervisor; Tel #: (760) 625-1806; Email: [pstalma@indio.org](mailto:pstalma@indio.org)



# Jo-Anne Bogias

Analyst

## Areas of Expertise

*Assessment Districts*

*Community Facilities Districts*

*Local Improvement Districts*

*Community Services Districts*

*Analyzing District Finances*

*Redeeming Bonds*

*Apportionments*

*Delinquency Management*

*Municipal Disclosure*

*Bond Refundings*

## 5 Years' Experience

Ms. Bogias is an analyst within Willdan's DAS group. Community Facilities and Landscaping and Lighting Districts are just some of her areas of expertise. She assists in the research and analysis required for local government financial issues related to district administration, including document data entry and updating, database management, research, and report preparation.

Ms. Bogias will provide analytical support to the City under the guidance of Ms. Medina. Her assigned tasks include: update Engineer's Report content, prepare resolutions for the Intent Meeting and Public Hearing, input and update of parcel data, research parcel changes, prepare the parcel database, review charge-exempt parcels, prepare applied reports and provide general information on questions relating to the assessments.

Ms. Bogias came to Willdan possessing over 20 years of combined finance and data analysis experience. Prior to joining Willdan, she served as a cost analyst with General Dynamics NASSCO in San Diego, California, working with new construction and repairs contract departments where she trained employees, and created and maintained work and department procedures. Ms. Bogias also created and implemented Professional Improvement Initiatives, which improved the functionality of cost analysts, estimators and contract administrators, as well as supporting departments. Ms. Bogias has excellent organizational and analytical skills and excels as a trouble-shooter.

## Project Experience

Ms. Bogias currently works with the following agencies encompassing various services including 1972 Act Districts, Proposition 218, Community Facilities Districts and Assessment Districts:

Administers citywide landscaping and lighting districts on behalf of:

- City of Arcadia, CA
- City of Artesia, CA
- City of Camarillo, CA
- City of Irwindale, CA

Also, assists with the administration of special districts in:

- City of Covina, CA
- City of El Paso de Robles, CA
- City of Hermosa Beach, CA
- City of Indio, CA
- City of Lafayette, CA
- City of Paramount, CA
- Cucamonga School District; Rancho Cucamonga, CA
- Conejo Recreation & Park District; Thousand Oaks, CA

## Client References

**City of Camarillo, CA** – Lindy Moore-Palmer, Public Works Administrator, Tel #: (805) 388-5342; Email: [lmoore@cityofcamarillo.org](mailto:lmoore@cityofcamarillo.org)

**Conejo Recreation & Park District, CA** – Tom Hare, Administrator, Parks and Planning, Tel #: (805) 381-1230; Email: [thare@crpd.org](mailto:thare@crpd.org)



## Pauline Nguyen

### Co-Analyst & GIS Specialist

#### Education

*Bachelor of Science,  
Management Information  
System, San Jose  
State University*

*Bachelor of Science, Finance,  
San Jose State University*

#### Areas of Expertise

*Geographical Information  
System (GIS) Mapping*

*Landscaping and Lighting  
Districts*

*Benefit Assessment Districts*

*Community Facilities Districts*

#### 11 Years' Experience

Ms. Nguyen serves as a senior project analyst within Willdan's District Administration Services group. She assists in the research and analysis specific to local government financial issues related to the annual administration of special districts, including document data entry and updates, database management, research and report preparation. She also provides general information on questions pertaining to assessment districts and special taxes (such as Mello Roos Pools), as well as the status of property delinquencies.

For the City's engagement, Ms. Nguyen will serve as the alternate to Ms. Bogias and will also provide support specific to Geographical Information System technology (GIS) as needed.

Ms. Nguyen is also responsible for projects involving the use of Geographical Information System technology (GIS). GIS is utilized to generate maps, shapefiles, boundaries, plot landscaping, lighting, and other public improvements; and create visual aids, tables, and exhibits for special district analyses, memoranda, and reports. In addition, quality control analyses are performed in relation to secured roll data; and by utilizing spatial and attributable data within spreadsheets, data sets, client maps and shapefiles, existing parcel specifications and improvement data are identified, audited, and verified.

#### Project Experience

**Los Angeles County Department of Public Works, CA** – Ms. Nguyen administers the workflow for the Los Angeles County Department of Public Works. Her duties include maintaining the parcel databases for 37 Landscaping and Lighting Districts associated with several residential and commercial developments throughout the County; and assists in preparing the annual Engineer's Report and levying assessments for over 39,000 parcels, while assuring compliance with Proposition 218.

**City of Santa Clarita, CA** – Ms. Nguyen assists in the administration of the City's Community Facilities District, Open Space Preservation District (comprised of 54,811 parcels), Landscape Maintenance District (approximately 87,000 parcels), Streetlight Maintenance Districts (approximately 54,811 parcels), and Benefit Assessment Districts (comprised of 8 districts and 1,516 parcels). Her duties include the review of district budgets, the preparation and update of the parcel database, drafting resolutions, assisting with the preparation of the annual Engineer's Reports, updating and transferring the levy data to the County, and researching exceptions.

**City of Compton, CA** – Ms. Nguyen administers the City's Landscaping and Lighting District and sewer charges, as well as assists in preparing the annual Engineer's Report, updating parcel changes, and submitting levy charges for over \$5 million on nearly 36,000 parcels.

**City of Rocklin, CA** – Ms. Nguyen assists with the annual administration of the City's Landscaping, Lighting and Park Maintenance Districts. The work for this project entails computation of assessments for each parcel; placement of the assessments on the County Assessor's tax roll; Proposition 218 compliance, verifying parcel data affecting each assessment parcel, including database maintenance and researching parcel changes; and preparing and providing the annual Engineer's Report on over 35,000 parcels.

#### Client References

**City of Santa Clarita, CA** – Darin Seegmiller, Landscape Maintenance Administrator; Tel #: (661) 290-2202; Email: [dseegmiller@santa-clarita.com](mailto:dseegmiller@santa-clarita.com)

**City of Loma Linda, CA** – Lynette Arreola, Public Works Department; Tel #: (909) 799-4402; Email: [larreola@lomalinda-ca.gov](mailto:larreola@lomalinda-ca.gov)





## Robert Quaid, CPA

Quality Control Manager

### Education

*Bachelor of Science,  
University of Southern  
California*

### Certification

*Certified Public Accountant*

### Professional Affiliations

*California Society of  
Municipal Finance Officers  
(CSMFO)*

*California Society  
of CPAs*

### 20 Years' Experience

Mr. Quaid is a principal consultant within Willdan's District Administration Services group providing project management, technical support, and quality review for acquisition audit and annual special district administration services. He also provides project management support for Willdan's Financial Consulting Services group specific to cost allocation plans, user fee studies, and special financial analyses.

Mr. Quaid has been selected to serve in the role of quality control manager due to his extensive experience in the public finance industry. He has been instrumental in preparing quality control checklists and sign-off mechanisms for each of Willdan's administration services.

With more than 20 years of experience, Mr. Quaid's Willdan experience has included the formation and annual administration of numerous Community Facilities, Landscaping and Lighting, and Assessment Districts. Most notably, he served as project manager for the annual administration of 16 Community Facilities Districts for Orange County, which annually levied nearly \$20 million in special taxes. Mr. Quaid has also assisted California public agencies in financial recordkeeping, auditing, and special tax collection.

Prior to joining Willdan, Mr. Quaid worked in the private industry of real estate accounting and finance. He began his career with the public accounting firm formerly known as Haskins & Sells (currently known as "Deloitte & Touche"). His experience includes financial statement analyses, asset administration, computer conversion, and reporting to the Securities and Exchange Commission for several public real estate partnerships. Mr. Quaid is a licensed California CPA.

## Richard Kopecky, PE

Assessment Engineer

### Education

*Bachelor of Science in  
Civil Engineering,  
University of Illinois*

### Areas of Expertise

*Civil Engineer*

*Administration*

*Engineering Development,  
including Drainage, Roads,  
Sewers, Soils/Geology,  
and Water*

### Certification

*California Professional  
Engineer, #16742*

### 41 Years' Experience

Mr. Kopecky, PE, manages engineering, building and safety, and public works departments for several Southern California cities. As a City's designated city engineer, building official and/or public works director, he has directed the full services of these departments, including Assessment Districts, budgets, building and safety plan check and inspection, City engineering, City traffic engineering, community development block grants, construction management and surveying, development and infrastructure review, disaster response and recovery, fee studies and special district formation, landscape architecture, planning, public works design, and water and wastewater design. He also developed and implemented the capital improvement program for these agencies.

Mr. Kopecky has served as the deputy building official for the City of Santa Clarita; plus, he was the City Engineer for the City of Lancaster for 11 years; the City of Santa Clarita for 3 years; the City of California City for 2 years; the City of Big Bear Lake for 2 years; and the City of Indian Wells for over 7 years.

Mr. Kopecky has extensive experience in developing solutions for the problems and challenges experienced by engineering and building and safety departments.



# Fee Proposal

## District Administration Services

The annual fee below reflects application of the applicable scope of services, denoted in the RFP and within this proposal. This estimate is based on the time anticipated that will be spent on average each year. As the work progresses, fees are payable on a bi-annual basis. *The annual administration fee for each succeeding year will be subject to an increase, which will not exceed the change in the annual Consumer Price Index (CPI) for the applicable region, as calculated by the United States Department of Labor.*

| Assessment District Administration Services  | Fiscal Year 2018/19 Fee |
|--|-------------------------|
| El Paso de Robles Landscape and Lighting Maintenance District No. 1<br><i>Comprised of approximately 134 active subareas</i> | \$22,000                |
| El Paso de Robles Drainage Maintenance District No. 2008-1   | <u>1,000</u>            |
| <b>Total Annual Assessment District Administration Fee</b>   | <b>\$23,000</b>         |

Please note the following:

- A one-time fee to create the parcel database necessary to annually administer the District is NOT applicable, since Willdan currently serves as the City's district administrator.
- Willdan has budgeted for attendance at two meetings per year to properly administer the City's Districts; one meeting to initiate the administration of the Districts for the upcoming fiscal year, and attendance at one Public Hearing. If attendance at additional meetings is requested, ***the per meeting fee will be \$1,500, not including travel expenses.***

## Other District Formation/Annexation and Assessment Engineering Services

As previously stated, due to the nuances typically associated with assignments that fall within the service areas of development review and monitoring support, district formation/annexation, and consulting services for new or increased assessments, a specific work plan and/or budget has not been included. When an assignment that falls within these service areas arises, Willdan will prepare a letter proposal for the project identifying the associated work plan and fee for the City's review and consideration.

For budgeting purposes, fee ranges have been provided below for each potential service.

| District Formation/Annexation & Assessment Engineering | Estimated Fee Range |
|--|---------------------|
| Development Review and Monitoring Support              | No Charge*          |
| Assessment District Formation                          | \$15,000 – \$25,000 |
| Assessment District Annexation                         | \$8,500 – \$12,500  |
| Consulting Services for New/Increased Assessments      | \$10,000 – \$35,000 |

\* *Development review and monitoring support services are typically part of the annual administration process and a separate charge is not assessed. If the City wishes to pursue a more detailed process than that identified within the RFP, a fee may need to be charged.*



A not-to-exceed fee will be provided when a specific project within one of these categories has been identified. To accurately quote the project, the following elements will need to be provided:

- Estimated project timeline;
- Development type (i.e. residential, commercial, retail, etc.);
- The location, extent and nature of the improvements (or services) to be funded;
- Availability of cost information related to the improvements to be funded, or the extent to which Willdan will assist in developing these estimates; and
- Number of meetings anticipated, and level of effort for stakeholder outreach and communication.

Please note the following regarding the fee quote to be provided:

- Not contingent on the outcome of the formation, annexation, or balloting.
- Includes all direct expenses associated with the project.
- Telephone conference calls are not considered meetings and are not limited.

### Reimbursable Expenses

Willdan will be reimbursed for out-of-pocket expenses, not to exceed \$500 annually (\$41.67 monthly), plus CPI. Examples of reimbursable expenses include, but are not limited to:

- Postage;
- Travel expenses;
- Mileage (current prevailing rate);
- Maps;
- Electronic data provided from the county and/or other applicable resources;
- Construction cost periodicals; and
- Copying (currently 6¢ per copy).

Charges for meeting and consulting with the Council, the City, or other parties (or requests for reports containing information not included in the Engineer's Reports, parcel databases, County secured roll, or County tax payment tapes that are not listed in the scope of work) will be at our then-current hourly rates.

In the event that a third-party requests any documentation, Willdan may, in accordance with our applicable rate schedule, charge such third party for providing said documents.

City shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to City or relating to the project. Reimbursement shall be at Willdan's rates in effect at the time of such response.





## Hourly Rates

Additional services may be authorized by the City and will be billed at our then-current hourly overhead consulting rates. Our current hourly rates are:

| Title                                     | Hourly Fee |
|---|------------|
| Group Manager                             | \$ 210     |
| Principal Consultant / Principal Engineer | 200        |
| Senior Project Manager                    | 165        |
| Project Manager                           | 145        |
| Senior Project Analyst                    | 130        |
| Senior Analyst                            | 120        |
| Analyst                                   | 100        |
| Assistant Analyst                         | 75         |
| Property Owner Service Representatives    | 55         |
| Support Staff                             | 50         |

## Exceptions

Willdan's attorney of record has reviewed the Professional Services Agreement provided as Attachment 1 of the Request for Proposals, and we kindly request the City's consideration of the exceptions denoted below.

### 11. Insurance

#### g. Policy Provisions Required

(iv) All required insurance coverages, except of the professional liability **and workers compensation** coverage, shall contain or be endorsed to waiver of subrogation in favor of the City, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant...

### 12. Indemnification

a. To the fullest extent permitted by law, Consultant shall defend (with counsel reasonably approved by the City), indemnify and hold the City, its officials, officers, employees, agents and volunteers free and harmless from any and all claims, demands, causes of action, suits, actions, proceedings, costs, expenses, liability, judgements, awards, decrees, settlements, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, (collectively, "Claims") in any manner arising out of, pertaining to, or incident to any alleged **negligent** acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's services, the Project or this Agreement, including without limitation the payment of all consequential damages, expert witness fees and attorneys' fees and other related costs and expenses. Notwithstanding the foregoing, to the extent Consultant's services are subject to Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to Claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the City, its officials, officers, employees, agents or volunteers.



## Client References

**Willdan's DAS group provides annual administration services to over 200 agencies located throughout 52 counties, encompassing 1,563 special districts, and levied over \$692 million in fiscal year 2016/2017.** Below is a partial listing of Willdan's district administration clients located in counties adjacent to the County of San Luis Obispo, as well as agencies that Willdan provides assessment district administration services.

| Clients within Adjacent Counties                          |                        |   |
|---|------------------------|---|
| City of Camarillo   | City of Ridgecrest     | City of Ventura   |
| City of Fillmore  | City of Salinas        | Castroville Community Services District (Castroville, CA) |
| City of Lemoore   | City of Simi Valley    | Conejo Recreation & Park District (Thousand Oaks, CA)     |
| City of McFarland   | City of Tehachapi      | East Niles Community Services District (Bakersfield, CA)  |
| City of Moorpark  | City of Thousand Oaks  | Indian Wells Valley Water District (Ridgecrest, CA)       |
| Partial Assessment District Administration Client Listing |                        |   |
| City of Adelanto  | City of Inglewood      | City of Rocklin   |
| City of Arcadia   | City of Irvine         | City of Roseville   |
| City of Artesia   | City of Irwindale      | City of San Fernando                                      |
| City of Atwater   | City of Kingsburg      | City of San Rafael  |
| City of Cathedral City                                    | City of La Quinta      | City of Santa Clarita                                     |
| City of Chico   | City of Lafayette      | City of Santa Fe Springs                                  |
| City of Chino Hills                                       | City of Livingston     | City of Seal Beach  |
| City of Chula Vista                                       | City of Loma Linda     | City of South Gate  |
| City of Claremont   | City of Maywood        | City of Tracy   |
| City of Colton  | City of Murrieta       | City of Westlake Village                                  |
| City of Compton   | City of Orange         | City of Yorba Linda                                       |
| City of Covina  | City of Pico Rivera    | City of Yuba City   |
| City of Dana Point  | City of Poway          | Irvine Unified School District                            |
| City of El Centro   | City of Rancho Cordova | County of Los Angeles, Department of Public Works         |
| City of Fresno  | City of Rancho Mirage  | County of San Diego                                       |
| City of Hawaiian Gardens                                  | City of Rialto         | Irvine Unified School District                            |
| City of Huntington Park                                   | City of Riverbank      | San Joaquin Area Flood Control Agency                     |

To further exemplify our expertise, project descriptions that are similar in nature to the City's engagement, along with client contact information, are provided below. We are proud of our reputation for customer service, and encourage you to contact our past clients regarding our commitment to excellence.

### City of Santa Clarita – Special District Administration and Re-engineering Services

Willdan presently administers the City's Landscape Maintenance District (approximately 87,000 parcels); Streetlight Maintenance District (54,811 parcels); Drainage Benefit Assessment District (1,899 parcels); Open Space Preservation District (approximately 54,811 parcels); Stormwater Fee (approximately 62,000 parcels), Community Facilities District 2002-1 (8 parcels); and National Pollution Discharge Elimination System (NPDES) charge,



including Bridgeport, Creekside, Hart-Pony, and Hidden Creek (approximately 1,400 parcels). ***In aggregate, over 261,000 parcels are administered.***

Willdan assisted in the formation of the City's stormwater fee district in compliance with the federally-mandated NPDES. This engagement included the tracking of all current annexations to the City's boundaries and reviewing LAFCO documents for inclusion of the district.

Willdan has also assisted the City with the transition of Landscape Maintenance Districts from the jurisdiction of County of Los Angeles to the City. The transition required the preparation of a special versus general benefit review and analysis of potential modifications necessary for Proposition 218 compliance and/or the re-engineering of special districts.

**Contact Information:** Darin Seegmiller, Landscape Maintenance Administrator  
23920 Valencia Boulevard, Santa Clarita, CA 91355  
Tel #: (661) 290-2202; Email: [dseegmiller@santa-clarita.com](mailto:dseegmiller@santa-clarita.com)

### City of Indio – Special District Administration

Willdan provides full-service special district administration services to the City of Indio's 52 Landscaping and Lighting Districts (LLDs), 13 Assessment Districts (ADs), and 6 Community Facilities Districts (CFDs), as well as such related services as district formation, arbitrage rebate, non-land based continuing disclosure, apportionment, delinquency management, and foreclosure covenant compliance. The work involved in these projects includes database maintenance, researching parcel changes, and the analysis of district funds. ***In aggregate, Willdan administers over 22,000 parcels for the City.***

Willdan also co-managed the formation of CFD No. 2007-1 (Northgate Crossing) for the City of Indio. The district was comprised of single- and multi-family residential products, as well as commercial, hotel and office space. This district was formed to finance approximately \$9 million in street improvements, as well as \$12.6 million in development impact fees. Our team also served as project manager for the formation of CFD No.'s 2005-1 (Talavera) and 2006-1 (Sonora Hills). The districts were formed to finance backbone infrastructure, including street improvements, water and sewer improvements, and development impact fees for two new residential projects in the City. Bonds were issued for CFD No. 2005-1 in the amount of \$10.1 million. For CFD No. 2006-1, the bond issuance amount was \$10.2 million.

**Contact Information:** Paul A. Stalma, Parks Services Supervisor, Public Works/Buildings and Parks Division  
City of Indio Corporate Yard, 83-101 Avenue 45, Indio, CA 92201  
Tel #: (760) 625-1806; Email: [pstalma@indio.org](mailto:pstalma@indio.org)

### City of Indian Wells – Special District Administration, Formation, Arbitrage Rebate

Willdan performs the annual administration of the City of Indian Wells' Landscaping, Lighting, Drainage Benefit Assessment, Fire Protection District and Fire Access Maintenance Districts. The work involved includes obtaining the County Auditor/Controller's parcel change file which is uploaded into our proprietary software, MuniMagic, and utilized in an apportionment process that is also completed in MuniMagic; updating the proposed assessment/tax data; preparing the assessment/tax roll in an electronic file format that is acceptable to the County Auditor/Controller's Office and submitting it to the County; and answering questions from the County Auditor/Controller prior to finalizing the tax roll. ***In aggregate, the 21 districts consist of more than 11,000 active parcels.***

**Contact Information:** Kevin McCarthy, Finance Director  
44950 Eldorado Drive, Indian Wells, CA 92210  
Tel #: (760) 346-2489; Email: [kmccarthy@indianwells.com](mailto:kmccarthy@indianwells.com)

### City of Yorba Linda, CA – Landscaping and Lighting Feasibility Study

Willdan has worked with City over the past seven years to develop and implement modifications to the district structure, budgets and assessments for the landscaping and lighting improvements throughout Yorba Linda. Through the late 1980's, the City established several assessment districts to fund the ongoing maintenance and operation of various public improvements. These districts were then consolidated in 1994 to establish the Citywide Consolidated Street Lighting and Landscape Maintenance District ("District"). In response to Proposition 218, the City, with Willdan's assistance, re-organized the District and conducted several successful assessment ballot





proceedings. The current District and associated assessments provide a funding source for the maintenance and operation of various improvements which generally include, but are not limited to, specific landscaped areas, street lighting and traffic signals. These improvements are separated and assessed on both a citywide and local benefit basis.

Recognizing that property development and improvements associated with the District, and the infrastructure maintenance needs had changed, the City desired to re-evaluate the various improvements provided, the annual costs of maintaining those improvements (budgets), and the associated special benefit assessment allocations to properties within each of the local landscape zones. Over the last five years, Willdan has assisted the City with re-engineering the District to establish more localized zones and a true budget for each, identifying appropriate assessment amounts without triggering increases to the existing assessments, but identifying areas where assessment increases were needed. Willdan has worked with the City and an ad-hoc committee over the last two years to ballot the zones that were underfunded based on the re-engineering effort.

Willdan also annually administers this District on the City's behalf, which is **comprised of over 22,200 parcels levying approximately \$5.8 million**. Furthermore, the Willdan Team has been tasked with the creation of expanded zone improvement descriptions, which are incorporated to the Engineer's Report to enhance the identification of special versus general benefit.

**Contact Information:** Michael Wolfe, Public Works Director/City Engineer  
4845 Casa Loma Avenue, Yorba Linda, CA 92885  
Tel #: (714) 961-7170; Email: [mwolfe@yorba-linda.org](mailto:mwolfe@yorba-linda.org)

### City of Tracy – Special Assessment District Formation and Administration Services

Since 1994, Willdan has provided special district formation and administration services, along with arbitrage rebate and delinquency management services, to the City of Tracy. Willdan staff maintains the parcel databases and administers the annual levy of special taxes/assessments **for the City's Community Facilities Districts, Local Improvement Districts and Consolidated Landscape Maintenance District, comprised of over 24,000 parcels**.

Willdan has also assisted the City with post-Proposition 218 re-engineering, successful balloting and consolidation of three of the City's existing 1972 Act Districts into a single district with multiple zones, which was initially levied in fiscal year 2003/2004. Since that time Willdan has successfully annexed several new developments to the Tracy Consolidated Landscape Maintenance District, currently comprised of over 40 zones.

**Contact Information:** Brian MacDonald, Management Analyst II  
333 Civic Center Plaza, Tracy, CA 95376  
Tel #: (209) 831-6233; E-mail: [brian.macDonald@ci.tracy.ca.us](mailto:brian.macDonald@ci.tracy.ca.us)

### City of Tehachapi - Special District Administration & Annexation/Formation Services

Willdan performs the annual administration of the City of Tehachapi's Landscaping and Lighting District, comprised of multiple zones, and Drainage Benefit Assessment Districts. The work involved in this project includes database maintenance, while researching parcel changes, and preparing and providing the annual Engineer's Reports. In aggregate, **the 3 districts, consist of over 1,000 active parcels**.

Furthermore, Willdan assisted the City with the formation of Drainage Benefit Assessment District No. 2014-1 in Fiscal Year 2015/16. This district consists of mostly non-residential parcels and funds the servicing of drainage improvements installed in connection with development of affected properties. Willdan also assists the City with the annexation of new development into the City's Landscaping and Lighting District No. 1.

**Contact Information:** Jay Schlosser, PE, Development Services Director  
115 South Robinson Street, Tehachapi, CA 93561  
Tel #: (661) 822-2200, ext. 115; Email: [jschlosser@tehachapicityhall.com](mailto:jschlosser@tehachapicityhall.com)



## Disclosures

The following is a summary of litigation initiated against Willdan Financial Services within the past five years.

1. City of Union City v. Willdan Financial Services. California Superior Court, Alameda County. The City alleged that Willdan provided incorrect data to the county assessor's office resulting in a reduction in refuse fees collected by the City. The matter was dismissed.
2. City of Glendale v. Willdan Financial Services. Superior Court of California for the County of Los Angeles. The City alleges that a cost of services analysis prepared by Willdan Financial Services was in error resulting in the City collecting less revenue than expected. This matter has been settled to the satisfaction of both Parties.

This litigation statement is provided solely for your information in connection with the Request for Proposals. It is intended to be held absolutely confidential and is not to be disclosed to any person or entity without the prior written consent of Willdan Financial Services.