



Central Marin Sanitation Agency

**AD-HOC SRSD SERVICE CONTRACT DEVELOPMENT
COMMITTEE MEETING AGENDA
Wednesday, November 6, 2024, 12:00pm**

NOTE: This is a Hybrid meeting and will be held in-person in the Board Room of the Central Marin Sanitation Agency located at 1301 Andersen Drive, San Rafael CA 94901 and via Zoom®.

If you would like to participate via Zoom, click the link below or copy and paste the address into your browser. You may also phone-in at the number below.

Join Zoom Meeting

Online:

<https://us06web.zoom.us/j/87208942180>

Phone in:

+1 253 215 8782

Meeting ID:

872 0894 2180

AGENDA

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Roll Call**
4. **Approve/Revise Agenda**
5. **Open Period for Public Participation:** Members of the public may directly address the Committee on any item appearing on the Agenda. They may address the Committee when the item is called by the Committee Chair and he indicates it is the time for the public to speak to the agenda item. Public comments can also be submitted via email to jdown@cmsa.us, and will be shared with the Committee at the meeting, summarized during the Open Period for Public Participation, and included in the meeting proceedings.
6. **Meeting Minutes – October 9, 2024**
Recommendation: Approve meeting minutes as presented or with revisions.
7. **Ad Hoc Committee Scope of Work***
Recommendation: Review the Committee's scope of work as assigned by the CMSA Board.
8. **Initial and Tentative 5-Year CMSA Organizational Charts**

Recommendation: Review the organizational charts with the proposed SRSD Board revisions and provide direction to staff.

9. **Revised Draft SRSD Service Agreement**

Recommendation: Review and discuss the revised draft agreement, agree on any changes, and provide direction to staff.

10. **Service Agreement Overhead Concepts***

Recommendation: Receive the Staff update on the status of determining proposed overhead concepts for the draft service agreement.

11. **Contract Development Expense Tracking***

Recommendation: Receive a verbal report on Agency expenses through November 4.

12. **Consider Selecting a Management Consulting Firm**

Recommendation: Discuss the management consulting firm letters of interest and select a firm and provide direction to staff as appropriate.

13. **Committee Member Oral Reports**

14. **Items for Next Meeting Agenda**

15. **Schedule next Meeting Date – Week of November 4th?**

16. **Adjourn**

*Information not furnished with Agenda



Central Marin Sanitation Agency

AD-HOC SRSD SERVICE CONTRACT DEVELOPMENT COMMITTEE MINUTES October 9, 2024

Call Meeting to Order/Pledge of Allegiance/Roll Call/Approve Agenda

Chair Beckman called the meeting to order at 12pm.

Agenda was approved.

Roll Call

Present: Eli Beckman (SD2), Dean DiGiovanni (SRSD), Tom Gaffney (RVSD)

Staff Present: Jason Dow, General Manager

Public Present: Paul Causey, Doris Toy (SRSD)

Open Period for Public Participation

There were no comments from members of the public.

August 14, 2024 - Meeting Minutes

Action: *The Committee approved the minutes with a unanimous vote.*

Comments from the Public

There were no comments from members of the public.

Initial and Tentative 5-yr Organizational Chart

GM Dow reviewed the minor revisions to both organizational charts, and noted that CMSA has hired a third lab analyst that will be added to the charts

Direction: *Revise both organizational charts to remove the SRSD district counsel and remove the (dashed lines) between the SRSD district manager and SRSD Board.*

Comments from the Public

None.

Draft SRSD Service Agreement

GM Dow explained that changes to the August 8th agreement are shown in red text. He noted that the SRSD Board responsibilities in Section 9 will be individually listed, and an item will be added saying SRSD will raise rates to fully fund CMSA services and the SRSD 5-yr CIP. The Committee provided revisions and comments on several sections.

Committee members provided the following noteworthy comments:

- Propose to SRSD to remove the Whereas statements that reference consolidation of the JPA members.

- Termination Section 11.b.1 should be reviewed and revised for clarity.
- In Section 23, add that CMSA will establish a Pension Trust Fund and hire the actuary, and will be reimbursed by SRSD.
- Note the initial organizational chart is for illustrative purposes and will change in the future.

Direction: Provide an updated draft agreement at the next meeting.

Comments from the Public

Mr. Causey and Ms. Toy participated in the discussion.

Overhead Concepts

GM Dow explained that nearly all CMSA expenses will be directly charged to SRSD monthly. The contract development team identified the listed items as being minor in cost or would take too much effort to track, and all could be covered by overhead. There was a discussion on the overhead percentages and other ways to determine an appropriate level of overhead.

Direction: The Committee agreed that a consultant could assist with determining an appropriate and defensible overhead.

Comments from the Public

There were no comments from members of the public.

Contract Development Expense Tracking

GM Dow said expenses as of October 3, 2024, as reported at the CMSA Board meeting, were \$13,326. The CMSA Board decided to invoice SRSD for Agency expenses monthly, with a retroactive invoice for prior expenses, and then monthly.

Oral Reports by Committee Members

- None

Items for the Next Meeting

- Committee using outside experts
- Committee scope of work

Next Meeting Date – November 6, 2024, at 12:00 pm.

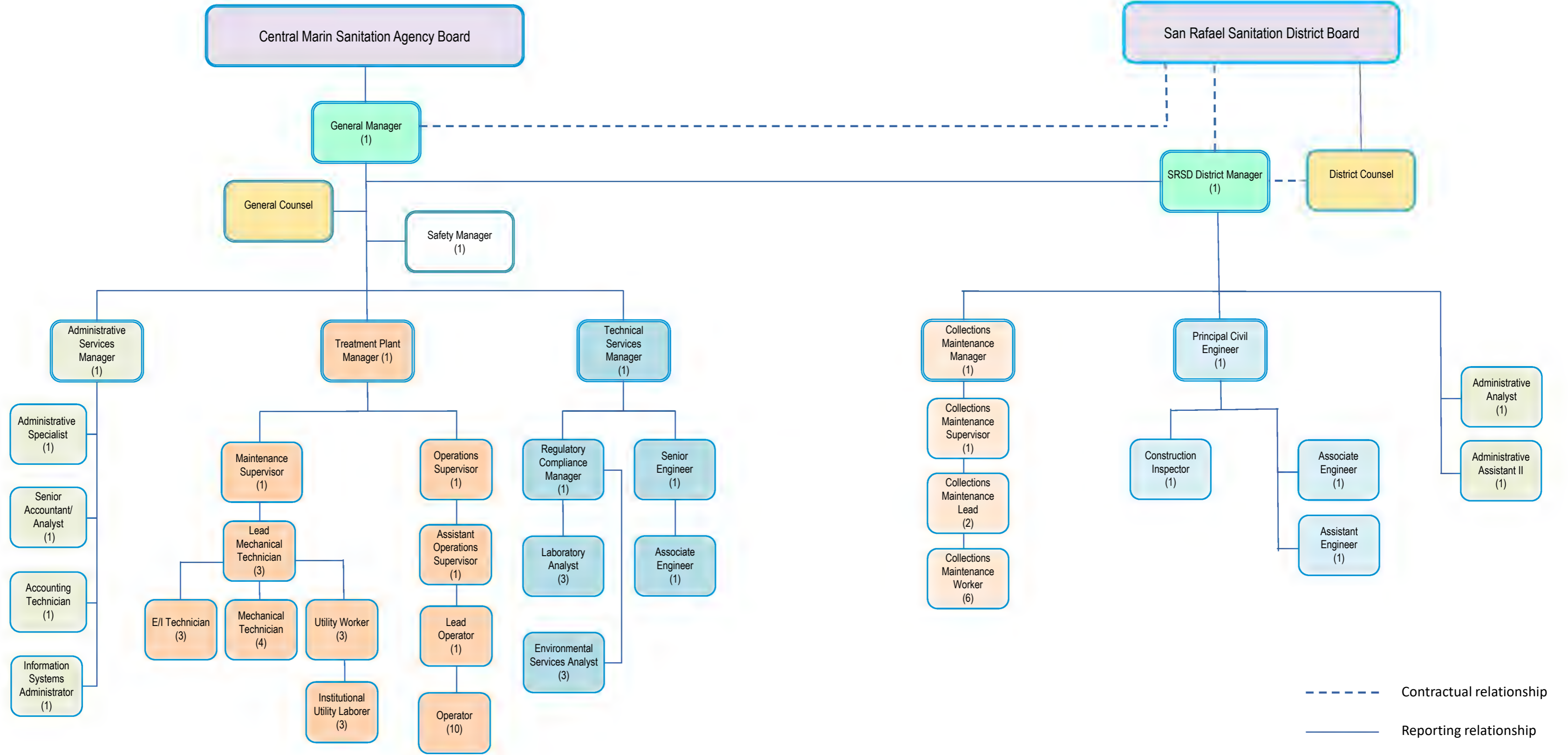
Respectfully submitted,

Jason Dow, General Manager

**SRSD MANAGEMENT & OPERATIONS SERVICE AGREEMENT
ORGANIZATIONAL CHART – EMPLOYMENT RELATIONSHIP
INITIAL PHASE (PROPOSED)**

DRAFT

OCTOBER 30, 2024



CMSA 48 Full Time Equivalent (FTE)
 SRSD 17 Full Time Equivalent (FTE)

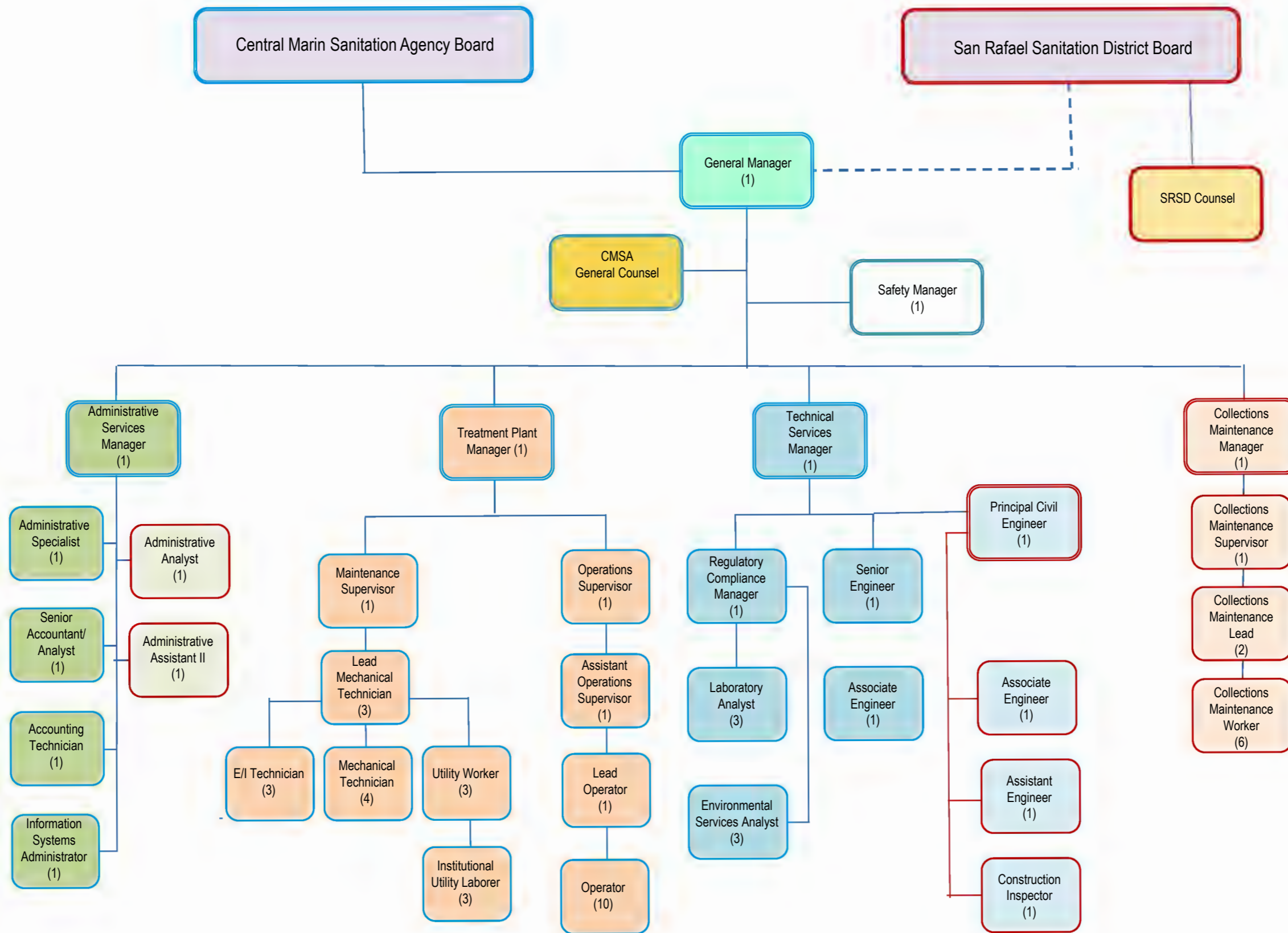
**SRSD MANAGEMENT & OPERATIONS SERVICE AGREEMENT
ORGANIZATIONAL CHART – EMPLOYMENT RELATIONSHIP (TENTATIVE)**

POST TRANSITION

October 30, 2024

DRAFT

Illustrated Purpose Only
Amend as Needed



CMSA 48 Full Time Equivalent (FTE)
SRSD 16 Full Time Equivalent (FTE)



SAN RAFAEL SANITATION DISTRICT MANAGEMENT AND OPERATIONS SERVICE AGREEMENT

October 31, 2024

This Agreement dated _____ is between the CENTRAL MARIN SANITATION AGENCY (CMSA or Agency) and SAN RAFAEL SANITATION DISTRICT (SRSD).

WHEREAS, CMSA was duly formed, a regional treatment plant was constructed and has been operating since January 1985; and

WHEREAS, SRSD is a special district formed in 1947 pursuant to Health and Safety Code Section 4700, et seq. with all of its employees currently employed by the City of San Rafael (hereinafter referred as City); and

WHEREAS, SRSD is a member of CMSA and a signatory to that Joint Powers Agreement (JPA) dated December 2019 for the treatment and disposal of wastewater and biosolids, source control, and environmental laboratory services; and

WHEREAS, this Agreement is entered into pursuant to Health and Safety Code Section 4742 providing for agreements between governmental agencies for the type of management and operations services to be provided by CMSA, and

WHEREAS, SRSD's mission is to protect the public health and the environment through proactively planning and operating a fiscally responsible and safe wastewater collection system; and

WHEREAS, SRSD has had difficulties recruiting and retaining employees through the City; and

WHEREAS, since 2006, SRSD has had an agreement with CMSA, where CMSA developed and implemented, and is now administering a Fats, Oils, and Grease (FOG) source control program within the SRSD service area;

WHEREAS, the expenses for the services provided by this agreement shall be full reimbursed by SRSD including all overhead costs for CMSA general services; and

WHEREAS, the services provided to SRSD shall not result in increased costs to other JPA members; and

WHEREAS, SRSD and CMSA now desire to enter into a management and operations agreement for management, administration, operations, and maintenance of SRSD, including hiring of SRSD's current City employees; and

~~WHEREAS, the service agreement could serve as a possible initial step toward consolidation of the JPA member agencies; and~~

NOW, THEREFORE, it is agreed as follows:

1. **System:** SRSD currently owns, operates, and manages a sanitary sewer collection system including gravity and pressure piping, interceptors, pump stations, force mains, manholes, siphons, sewer related equipment, and appurtenances as more fully described in Exhibit "B-1" and Exhibit "B-2", attached hereto and incorporated herein.
2. **Scope of Services:** CMSA hereby agrees to hire all current SRSD's City employees on the day they each resign employment from the City and thereafter provide SRSD with the scope of services -as specified in more detail in "Exhibit C". After hiring SRSD's current City employees, CMSA shall provide all of the SRSD Board administration and all labor and materials necessary to perform the stated services in a professional and competent manner based on direction from the SRSD Board in accordance with accepted professional practices and standards as well as the requirements of federal, state, and local laws.

CMSA and SRSD agree that the Management and Operations Agreement shall be performed in the following phases and with the purpose of ultimately transitioning all SRSD services to CMSA during the defined term of the agreement or as maybe amended in the future:

- a. Phase I: Hire of City Employees and Begin Scope of Services
 - b. Phase II: Employee Relocation to CMSA
 - c. Phase III Staff Assessment for future integration
 - d. Phase IV: Integration Implementation
3. **Extra Ordinary Services, Acts of God Services:** : CMSA shall respond to all extra ordinary services or acts of God twenty-four (24) hours a day, seven (7) days week. In the event of an emergency during regular business hours, CMSA shall notify the SRSD Board of the emergency, and they shall work cooperatively to resolve the situation.

If the SRSD Board is not available or the emergency occurs during non-business hours, CMSA shall take all necessary actions to prevent or minimize adverse effects upon SRSD or others' property or to public health and safety resulting from the emergency, and restore SRSD normal operations as soon as reasonably possible. SRSD authorizes CMSA to retain outside consultants and contractors, as needed, to respond to and address the emergency situation.

CMSA will notify the SRSD, in writing, of: 1) the emergency action as soon as practicable thereafter, but in no event later than twenty-four (24) hours after CMSA becomes knowledgeable of the emergency event; and 2) whether additional work will be needed

4. **Reimbursement of Expenses**

SRSD shall compensate CMSA for all services provided under this agreement. CMSA will prepare and send SRSD a monthly invoice for the services provided the prior month, and SRSD will approve and authorize payment of the invoice at the next subsequent Board meeting or within 60 days, whichever is earlier.

Compensation shall include all the following elements, as applicable.

- a. CMSA staff salaries and benefits, including overtime and standby, to perform the scope of services.
- b. Procurement of materials, supplies, and equipment.
- c. Reimbursement for professional service, construction, maintenance repair, and other contract service expenses.
- d. Insurance, public education and outreach, all other direct expenses.
- e. An 5% overhead factor on the annual CMSA salary budget estimate to cover all indirect and non-tracked expenses. (working group is preparing list of overhead items for committee and mgmt consultant review)
- f. Extraordinary and Acts of God services.

If an employee assigned to work for SRSD performs work for CMSA, the Agency will assure that the monthly invoice will include a credit to SRSD for the appropriate fully burdened labor expenses.

5. **Annual Budget:** CMSA shall develop a draft annual line-item budget for the routine maintenance workservices needed to comply with the Exhibit B-C provisions, and a five-year capital improvement budget. The draft budget will include adjustments to CMSA staff labor rates. The draft budget will be submitted to the SRSD Board in March, and the final draft budget submitted in May 31st.

6. **Indemnification:**

- a. CMSA agrees to hold the SRSD free and harmless and to indemnify SRSD, and their officers, officials, employees, and agents from all claims, demands, damages, liabilities, losses and costs of whatever nature for negligent acts or negligent omissions arising from or connected with or related to CMSA's performance of services and/or work under this Agreement, with the exception of services and/or work performed by CMSA contractors or consultants as provided below and sole or active negligence or intentional acts of SRSD. As used in this paragraph,

“negligent acts or omissions” shall include but not be limited to any work performed under this Agreement that is: 1) a substantial factor of damage caused to public or private property which is the subject of an inverse condemnation claim made against SRSD; 2) in violation of any applicable federal, state or local laws; and 3) set forth by Section 8.e.

- b. Nothing in section 8.a. above shall require CMSA to indemnify, hold harmless or defend SRSD if a gravity main, force main, interceptor, or pump station fails, overflows, or otherwise causes damages or costs, provided that the failure, overflow, or other cause of the damage was not connected with, related to, or the result of work performed under this Agreement. The intention of this subsection is to allow CMSA to be free of liability to SRSD where the failure, overflow, or other problem is due to a cause that is outside CMSA’s normal scope of services under this Agreement. Notwithstanding the above, in the event that concurring causes described by section 8.a. and this section 8.ab. result in damage, CMSA shall be responsible for that portion of the damage attributable to its negligent acts or omissions as that term is used in section 8.a.
- c. SRSD agrees to hold CMSA free and harmless and to indemnify CMSA and its officers, officials, employees and agents from all claims, demands, damages, liabilities, losses and costs of whatever nature arising from, connected with, or related to SRSD’s responsibilities in this agreement.
- d. In the event CMSA utilizes outside contractors or consultants in connection with the work provided for through this Agreement, CMSA shall require the outside contractor or consultant to execute a written contract which shall include a provision indemnifying and holding harmless, to the fullest extent permitted by law, SRSD, its officers, officials, agents and employees from all claims arising from the acts or omissions of the outside contractor or consultant. In addition, CMSA shall require the outside contractor or consultant to obtain and maintain general liability insurance in an amount of not less than \$1.2 million or an amount that is approved by SRSD. CMSA shall further require that SRSD, its officers, agents and employees be added as an additional insured under this general liability insurance policy. CMSA shall also require that every outside contractor or consultant possess workers compensation insurance, if applicable, and, if relevant, errors and omissions insurance. All indemnification, hold harmless and insurance provisions and forms required by this section shall be subject to prior approval of the SRSD Board ~~of Directors~~. If CMSA fails to comply with the terms and conditions of this paragraph, CMSA shall be responsible for all claims, damages, injuries and costs incurred by the SRSD in connection with the services performed by the outside contractor or consultant. Compliance by CMSA with the requirements of this paragraph shall relieve CMSA from any liability or hold harmless obligations to SRSD arising out of the acts or omissions of the work by the outside contractor or consultant except that CMSA shall hold

SRSD free and harmless, and shall indemnify SRSD, for all claims arising from CMSA's own intentional acts, negligence or errors and omissions in connection with the work performed by such outside contractors or consultants.

~~d.e.~~ e.e. CMSA need not require the indemnification, hold harmless, and insurance provisions detailed in Section 8.d. when hiring material and equipment vendors, or septage haulers or similar service providers. In this event, CMSA will provide the service provider's standard insurance certificate to SRSD for review and consideration of approval. If SRSD does not approve of the insurance certificate, CMSA will require the service provider to comply with all of the requirements set forth by Section 8.d. before it may hire the service provider.

e.f. The obligations contained in this indemnification provision shall survive the termination of this Agreement.

- 7. Regulatory Reporting:** CMSA shall be responsible for meeting the current and any future State Water Resources Control Board (SWRCB) and San Francisco Bay Regional Water Quality Control Board's (RWQCB) Waste Discharge Requirements for Sanitary Sewer Systems including the designation of appropriate legally responsible officials and data submitters. CMSA shall also be responsible for all sanitary sewer spill notification, reporting and documentation requirements to comply with the most current Statewide Waste Discharge Requirements for Sanitary Sewer Systems (WDR).

CMSA will report spills, to the Office of Emergency Services, and other required regulatory agencies based on the then most current requirements. CMSA personnel shall follow reporting procedures in the SRSD Spill Emergency Response Plan (SERP) and SRSD standard operating procedures.

CMSA shall annually report the status of the NPDES and WDR permit compliance to the SWRCB, RWQCB, and the SRSD Board.

- 8. Dispute Resolution:** Should any disagreement or dispute between SRSD and CMSA the (Parties) arise concerning interpretation, implementation and/ or enforcement of any of the terms or subject matter of this Agreement, the Parties shall submit such dispute to mandatory mediation before an agreed-upon mediator, each Party to pay an equal share of the mediation fees, and each Party to pay its own attorneys' fees and legal costs. Should the Parties be unable to agree upon a mediator, they shall agree upon a mediation service and shall have that service select a mediator for them.

Should mediation be unsuccessful, then the Parties each agree that they shall submit their dispute to binding arbitration before a mutually agreeable arbitrator. If they cannot agree upon an arbitrator, they shall select an arbitration service which shall select an arbitrator for them. Each Party shall pay an equal portion of the arbitration fees and each Party shall pay

its own attorneys' fees and legal costs, it hereby being agreed that the arbitrator shall have no authority to award attorneys' fees or costs to any prevailing Party.

The Parties each hereby expressly waives any and all rights to have disputes under this Agreement decided by court action, court trial, jury trial or any other legal action of any kind or type, other than the mandatory mediation and binding arbitration process specified above. However, in emergency or extraordinary circumstances, either or both Parties may seek equitable or injunctive relief to preserve the status quo pending occurrence of the mediation / arbitration process specified above. It is the express intent of both the Parties to have any and all disputes under this Agreement resolved by the above specified mediation/ arbitration process and in as timely and economical manner as possible.

9. SRSD and CMSA Board Responsibilities: SRSD's Board will be responsible for approving:

- a. an annual operating and capital budget,
- b. annual financial audit,
- c. sewer rate studies and sewer rate increases
- d. a multi-year capital improvement program;
- e. setting sewer service charges to fully fund the annual operating and multi-year capital program; to ensure CMSA is fully reimbursed for all its expenses for providing the contract services
- f. awarding professional service contracts, and
- g. constructions and maintenance contracts;
- h. procurement of materials, supplies, and equipment;
- i. public education and outreach to SRSD customers,
- j. providing District Manager performance feed back to the CMSA General Manager;
- k. establishing Agreement performance metrics; and
- ~~a.l. signature authority necessary for proper operations with other municipal or government agencies.~~ CMSA financial and administrative policies to align the SRSD and CMSA business practices and staff authorities.

CMSA's Board shall be responsible for ensuring that CMSA complies with the terms and provisions of this agreement and provides the services in Exhibit BC.

9.10. Effective Date and Agreement Term: This Agreement shall be effective on **[Month, date], 2025** and shall remain in full force and effect for five years thereafter from year to year unless the Agreement is terminated or amended by mutual agreement of all parties to the agreement.

10.11. Termination:

- a. Notice. The performance of work under this Agreement may be terminated by either Party in accordance with this Section by unanimous? or supermajority? vote of the terminating Party's Board. Any such termination shall be effectuated by notice of one (1) calendar year advance written notice of termination specifying the extent to which

1400 Fifth Avenue
San Rafael, CA 94901

12.13. Modification: No substantial modification hereof shall be effective unless and until such modification is evidenced by a writing signed by all parties to this Agreement.

13.14. Independent Contractor: The status of CMSA is that of independent contractor having control of its work and the manner in which it is performed. CMSA, its employees and agents are not considered to be officers, employees, or agents of SRSD.

14.15. Reports, Plans and Documents: CMSA shall keep and maintain records of expenditures, emergency services, customer complaints, maintenance activities, and performance metrics. CMSA shall provide SRSD with monthly and annual reports associated with the scope of services in a format that is acceptable to SRSD.

All reports, drawings, calculations, plans, specifications, and other documents prepared or obtained pursuant to the terms of this Agreement shall be the property of the SRSD. In addition, information prepared or obtained under this Agreement shall be made available, upon request, to CMSA.

CMSA shall store and manage SRSD and old City documents and reports

15.16. Prior Agreements: This Agreement shall neither affect the JPA, dated December 2019, nor any of the amendments to that Agreement.

16.17. Severability: If any provisions of this Agreement are held invalid by a court of competent jurisdiction, the remainder of this Agreement shall not be affected thereby if such remainder would continue to serve the purposes and objectives originally contemplated by the parties.

17.18. Force Majeure: Any provision, delay, or stoppage which is due to strikes, labor disputes, inability to obtain labor, materials, equipment or reasonable substitutes therefor, acts of God, governmental restrictions or requisitions or controls, judicial orders, enemy or hostile government actions, civil commotion, fire or other casualty, epidemics or pandemics, gubernatorial orders, orders of the County of Marin Health Officer, or other causes beyond reasonable control of the party obligated to perform hereunder, shall excuse performance by such party for a period equal to the duration of such prevention, delay, or stoppage.

18.19. Binding Authority of Signatories: Each of the signatories below represents and warrants that he/she possesses full legal authority to contract for and legally bind his/her respective public entity to this Agreement and all its terms and provisions.

19.20. Counterparts: This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement. A signed copy of this Agreement delivered by facsimile, e-mail or other means

of Electronic Transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Agreement.

21. Employee Hired by CMSA: CMSA agree to hire the City employees and place them in the Classification Revisions table below at the appropriate level in the compensation range. CMSA agrees to establish the employee hire date as the date the employee started with either the City of San Rafael or SRSD, whichever is earlier.

**Service Agreement
Classification Revisions Considerations
October 17, 2024**

<u>SRSD Classification Title</u>	<u>FTEs</u>	<u>CMSA/RVSD Comparable Classification</u>	<u>Representation now/future</u>	<u>Comments and Issues</u>
District Manager/Engineer (SRSD)	1	District Manager	Unrepresented/Unrepresented	New classification
Principal Civil Engineer	1	Principal Civil Engineer	Mid Management/Unrepresented	New classification
Associate Civil Engineer	1	Associate Engineer	WCE/SEIU	Use CMSA classification descriptions
Assistant Engineer	1	Assistant Engineer	WCE/SEIU	Use CMSA classification descriptions
Inspector (Construction)	1	Collection System Inspector	WCE/SEIU	Use RVSD classification description
Operations & Maintenance Manager	1	Collection System Manager	Mid Management/Unrepresented	Use RVSD classification description
Sewer Maintenance Supervisor	1	Collection System Operations Supervisor	SEIU/Unrepresented	Use RVSD classification description
Sewer Lead Maintenance	2	Lead Collection System Worker	SEIU/SEIU	Use RVSD classification description
Sewer Maintenance II	6	Collection System Worker I/II	SEIU/SEIU	Use RVSD classification description
Sewer Maintenance I		Collection System Worker I/II	SEIU/SEIU	Use RVSD classification description
Administrative Assistance	1	Administrative Assistance	Unrepresented/Unrepresented	Use CMSA classification descriptions
Administrative Analyst	1	Administrative Analyst	Unrepresented/Unrepresented	Use CMSA classification descriptions; classifications range from I to III
	17			

The following bi-weekly salary ranges for the classifications of employees hired by CMSA shall be established on the effective date of the agreement, and thereafter the salary ranges will be adjusted according to CMSA personnel policies for unrepresented and bargaining unit/union represented employees.

Classification	Step A	Step B	Step C	Step D	Step E
<u>SRSD</u> District Manager					
Principal Engineer					
Associate Engineer					
Assistant Engineer					
Collection System Inspector					
Collection System Manager					
Collection System Supervisor					
Lead Collection System Worker					

Collection System Worker II					
Collection System Worker I					
Administrative Specialist					

22. Transfer of Employee City Leave Balances: CMSA agrees to establish leave balances for each of the employees hired based upon the leave balance remaining at the City as of the employee’s resignation from the City. Leave balances will be adjusted using the new compensation rate when hired by CMSA. CMSA further agrees to utilize the original hire date for the employees at the City or SRSD for purposes of computing both CMSA vacation and sick leave accrual rates ~~per the appropriate MOU or unrepresented employee agreement.~~

23. SRSD Unfunded Pension Liabilities: SRSD ~~will consider and~~ direct the payment and resolution of any MCERA unfunded actuarial pension liabilities (UAL) prior to the effective date of this Agreement and before the employees transfer to CMSA. The UAL payment will be based on each employee’s compensation level after the transfer to CMSA.

For each fiscal year of the agreement, ~~SRSD-CMSA~~ will hire an actuary to determine the current CalPERS pension program UAL for each employee working fulltime for the SRSD. SRSD will compensate CMSA for the actuary fee and for the annual UAL amount. CMSA will establish an IRS Section 115 pension trust fund for the UAL contributions.

24. OPEB Benefits: City employees shall maintain their OPEB benefit after resignation from the City and hired by CMSA. The employee offer of employment letter shows the employee OPEB benefits that will be provided by CMSA and annually reimbursed by SRSD upon retirement.

25. Exhibits:

- A. ~~CMSA~~ Initial Organization Chart (For illustrative purposes only – may change in the future)
- B. SRSD Sewer System Assets
- C. Scope of Services - Routine District Operations

San Rafael Sanitation District

Central Marin Sanitation Agency

Kate Colin, President

Eli Beckman, Chair

Attest: Maribeth Bushey, Secretary

Attest: Dean DiGiovanni, Vice-Chair

Exhibit A – CMSA Organizational Chart Initial Phase

SRSD MANAGEMENT & OPERATIONS SERVICE AGREEMENT
 ORGANIZATIONAL CHART – EMPLOYMENT RELATIONSHIP
 INITIAL PHASE (PROPOSED)

OCTOBER 30, 2024

DRAFT

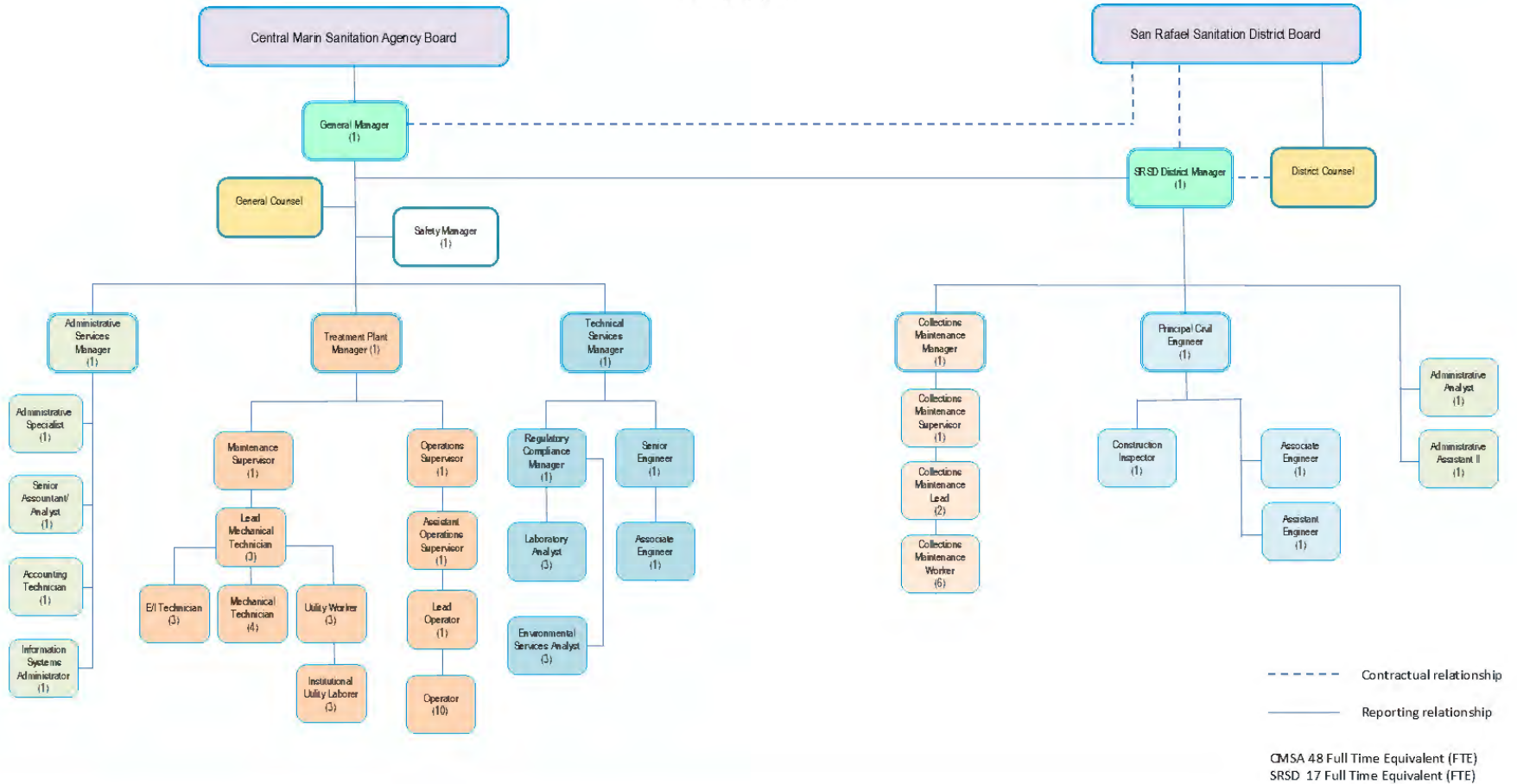


Exhibit B-1 – SRSD Sewer System Assets

The SRSD owns and operates a municipal sanitary sewer system composed of the following assets as of the effective date of the agreement or as amended or expanded after the effective date of this agreement. CMSA agrees to operate, maintain and rehabilitate any all SRSD sanitary sewer assets generally described below including any future asset additions authorized by the SRSD Board subsequent to the effective date of this Agreement.

1. Gravity Pipelines – 132 miles gravity sewer mains ranging in size from 4 inches to 36 inches, and with multiple material types standard to sanitary sewer program operations.
2. Pressure Pipelines – 13 miles ranging in size from 4 inches to 45 inches and with multiple material types.
3. Manholes, Rod Holes and Access Points - 3,903
4. Sewerage Pump stations – 33 each as stated in Exhibit B-2 below including all pumps, motors, mechanical and electrical equipment, flow measurement equipment, valves, appurtenances, station alarms, force mains and all pump station site facilities including buildings, landscaping, fencing and gates.
5. 45” San Rafael Interceptor (FM 1A-1 and 2) to the CMSA treatment plant including the fitting that accepts the chemical dosing station pipeline.
6. 10” South San Francisco Force Main (FM IG) – including the interceptor and all its fittings, valves, and other pipeline appurtenances for the entire length from the connection to the 45” San Rafael Interceptor to the South San Francisco Pump Station.
7. Minor Collection System Appurtenances such as air values, inline pipe valving, pipeline flow monitoring equipment, siphons and District maintained lateral clean-outs and
8. Equipment and Facilities – Pipeline cleaning vehicles, trucks, district vehicles, CCTV van, computer equipment, field monitoring equipment, miscellaneous pipe and manhole materials, sewer plugs, emergency response equipment, tools, radios, etc.

Exhibit B-2 – Pump Stations

PS #	PUMP STATION	Address
1	ANDERSEN A	1001 Andersen
2	ANDERSEN B	1271 Andersen
3	KERNER A	3098 Kerner Blvd
4	KERNER B	2599 Kerner Blvd
5	MOORING RD.	2 Pt San Pedro Road
6	WEST FRANCISCO	699 Andersen Drive
7	THIRD ST.	119 Third Street
8	NORTH FRANCISCO	201 Francisco Blvd
9	MC PHAILS	460 DuBois Street
10	BRET HARTE	86 Woodland Avenue
11	SIMMS ST.	40 Simmas Street
12	SOUTH FRANCISCO	1601 Francisco Blvd East
13	WEST RAILROAD	47 Castro Avenue
14	CAYES MAIN (CATALINA)	19 Gloucester Cove
15	NEWPORT WAY	11 New Port Way
16	SAN PEDRO	48 Marina @ Pt San Pedro
17	LOCH LOMOND	575 Pt San Pedro Road
18	GLENWOOD	905 Pt San Pedro Road
19	SEAWAY	50 Sea Way
20	BEACH DR FIBERGLASS	11 Beach Drive
21	BEACH DR BY BAY	35 Brach Drive
22	PEACOCK#1 (RIVIERA)	301 Rivera Drive
23	PEACOCK#2	140 Peacock Drive
24	PEACOCK #3 (LAGOON)	44 Lagoon Road
25	MAIN DR	850 Pt San Pedro Road
26	MCNEARS	201 Canterra Way
27	MARIN BAY PARK	1 Canterra Way
28	BAYPOINT	30 Baypoint Drive
29	BEDFORD	47 Bedford Cove
30	BAYPOINT LAGOON	147 Baypoint Drive
31	KERNER C	2450 Kerner Blvd
32	BISCAYNE	403 Biscayne drive
33	Loch Lomond Marina	Loch Lomond Drive

Exhibit C – Scope of Services - Routine District Operations

~~The San Rafael Sanitation District (SRSD)~~ owns and operates the assets stated in Exhibit B above and hereby request that as of the effective date of this Management and Operations Agreement, that CMSA provide all staffing, regulatory compliance, Board support coordination and services necessary for the proper management, administration and operation of SRSD including all owned and operated SRSD assets. Those activities to be provided through this Agreement are generally outlined and described below or as directed by the SRSD Board following adoption of this Agreement.

CMSA shall be responsible to determine the necessary staffing levels to perform the SRSD Scope of services during the Agreement's term.

1. SRSD Board Administration and Management
2. Financial Management and Administration
 - a. Payroll Administration (Phase I): all payroll administration for the City employees hired by CMSA from the date of employment. This effort also includes the coordination of necessary financial information for the SRSD financial management consultant to properly manage the SRSD financial management system.
 - b. Accounts Payable (Phase III): Provide transition of all SRSD accounts payables and financial reporting to CMSA from the SRSD financial management consultant and thereafter provide full SRSD financial recordkeeping.
 - c. Annual Operating Budget (Phase I) – prepare and submit annual draft and final SRSD budgets as coordinated and directed by the SRSD Board.
 - d. Annual Capital Budget (Phase I) – annually prepare a capital budget and update the ten-year capital ~~planning budgets~~improvement program (CIP). The CIP updates will be based on ~~resulting from~~ regular asset evaluations and condition assessments, ~~asset-collection system~~ master planning, staff input, and regulatory requirements.
 - e. Annual Service Charge Billing and Administration (Phase III)
3. Operation and Maintenance of ~~District~~ SRSD Assets - CMSA agrees to operate the SRSD sanitary sewer system assets according to the SRSD Board adopted performance goals and the SRSD adopted Sewer System Management Plan (SSMP) and all associated SRSD standard operating procedures. The operations and maintenance activities shall include the following activities:-
 - a. Operations and maintenance of Exhibits B-1 and B-2 sewer system assets.
 - b. Regular condition assessment of sewer assets.

- c. Mapping management associated with sanitary and storm sewers in the service area.
- d. Lateral inspection program.
- e. O&M requirements for SRSD in the CMSA NPDES permit.
- f. Contracting and coordination of contractors working on SRSD sewer assets.
- g. Response to and documentation of customer interactions and requests for service in the SRSD service area.
- h. Other operations and maintenance activities as directed by the SRSD Board during the term of this agreement.
- ~~f.i.~~

3.4. Human Resources and Staffing – CMSA shall provide all necessary hiring and human resources support services for employees designated with the management and operations of the SRSD collection system.

4.5. Emergency Response Services – CMSA shall be responsible for emergency response to all SRSD assets and shall provide necessary spill event responsibilities for compliance with the State of California Waste Discharge Requirements for Sanitary Sewer Systems. In addition, CMSA shall respond to and track all SRSD customer complaints from initial calls to final ~~completion-resolution~~ including reports to the SRSD Board of all emergency response services.

5.6. Staff Training and Development (Phase I) – CMSA shall be responsible to assure that all employees providing ~~sewer system~~ services to SRSD are properly ~~training trained to provide all services to SRSD~~. Including ~~proper~~ training for designated officials and all CMSA staff required for complete compliance with all spill event reporting and documentation.

6.7. Customer Relations and Outreach (Phase I) – CMSA shall be responsible for all customer relations required for SRSD customers and public outreach authorized by the SRSD Board related to SRSD activities and programs.

7.8. Routine Billing and Reporting for SRSD Services

a. Phase I – CMSA shall establish a separate SRSD fund in the CMSA financial management system for the proper tracking of all SRSD expenses associated with this agreement. CMSA shall be responsible for all billing and reporting for services to SRSD pursuant to Section ~~—4~~ of this agreement. In addition, CMSA shall work closely with the SRSD financial ~~manager contractor~~ consultant to provide the necessary payroll and financial information for SRSD financial management.

b. Phase III – CMSA shall initiate and coordinate the transfer of full financial management of SRSD finances and thereafter shall maintain in the separate SRSD financial management fund all related financial informationes. In addition, CMSA shall establish a separate SRSD bank account, and shall be responsible for

| coordinating with the County of Marin all SRSD investments, ~~finances,~~ and sewer service charge billing requirements.

DRAFT



BOARD MEMORANDUM

November 4, 2024

To: SRSD Contract Development Ad Hoc Committee
From: Jason Dow, General Manager
Subject: **Consider Selecting a Management Consulting Firm**

Recommendation: Review the management consulting firm letters of interest and consider selecting a firm, and provide direction to staff as appropriate.

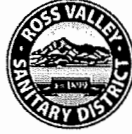
Summary: SRSD's Board of Directors met on Friday, October 25, 2024, for its monthly Board meeting. During the meeting, SRSD District Manager Doris Toy presented an update on several elements of the District's Strategic Planning Efforts, including the draft SRSD/CMSA service agreement and its initial and post transition organizational charts.

At the meeting, Felicia Newhouse, RVSD's Assistant General Manager, provided a list of management consulting firms that she contacted regarding working with the JPA agencies and the SRSD Contract Operations Ad Hoc Committee.

The SRSD Board would like the Ad Hoc Committee to review submitted management consulting firm letters of interest and select a consultant. The Board agreed that the consultant's scope of work is to peer review the contract development work to date and provide any recommendations, perform the work for a not-to-exceed amount of \$20,000, and complete the work within 60 days. Additionally, the SRSD Board would like CMSA to consider paying the consultant since they are working with the Ad Hoc Committee on behalf of the JPA agencies.

Attachment:

- RVSD letter, dated November 1, 2024, with management consulting firm attachments



ROSS VALLEY SANITARY DISTRICT

1111 Andersen Blvd., San Rafael, CA 94901
Tel. 415-259-2949 | www.rvsd.org

DATE: November 1, 2024

TO: RVSD Board Member Thomas Gaffney
SD2 Board President Eli Beckman
SRSD Board Representative Dean DiGiovanni

CC: RVSD Board of Directors
SRSD GM Doris Toy
CMSA JPA GM Jason Dow

FROM: Felicia Newhouse, RVSD Admin Services Mgr/Asst GM

RE: **SRSD/RVSD Management Consultant Letters of Interest and Company Profiles**

Attached please find a list of management consultants presented to the SRSD Board at their October 25 meeting. Since last week, a total of five consultants have submitted letters of interest and a company profile to be considered for organizational development analysis. The five management consultant profiles are attached.

I recommend that at the November 6 meeting, the Committee review and rank the five consultants in order of preference. SRSD General Manager Doris Toy and I have agreed to manage the consultant contract cooperatively.

For Brown Act compliance, the agenda title for this item should be:

Review and Rank Management Consultant Letters of Interest and Company Profiles

Recommendation: Invite SRSD GM and RVSD AGM to enter into a professional services agreement with the selected consultant on behalf of their respective agencies.

Attachments:

- A. List of Management Consultants
- B. Letter of Interest and Company Profile from RSG Solutions
- C. Letter of Interest and Company Profile from DKG Consultants
- D. Letter of Interest and Company Profile from NBS Gov
- E. Letter of Interest and Company Profile from RGS
- F. Letter of Interest and Company Profile from Raftelis

Board Members: Michael Boorstein ~ Thomas Gaffney ~ Doug Kelly ~ Pamela Meigs ~ Mary Sylla
General Manager – Steve Moore

Serving the Communities of: Fairfax, Larkspur, Greenbrae, Ross, Kentfield, San Anselmo, Kent Woodlands, and Sleepy Hollow

**Management Consultants for CMSA Member Agencies
Organizational Development Review**

As described in the October 14, 2024 letter from San Rafael Mayor and SRSD Chair Kate Colin, the following list of management consultants has been contacted for their interest and availability to support the CMSA member agencies (SRSD, SD2 and RVSD):

Primary Contact Name	Company	Website	Contact date	Interest (Y/N)/ Notes
James Simon	RSG	www.rsgsolutions.com	10/16/24	Yes
Jennifer Stephenson	PCA	www.pcateam.com	10/16/24 10/24/24	Called twice; no response.
Drew Corbett	DKG	www.dkgconsultants.com	10/21/24	Yes
Tim Seufert	NBS	www.nbsgov.com	10/21/24	Yes
Michael Frank	Retired CM	n/a	10/21/24	No
Cathy Capriola/ Mary Egan	MRG	www.solutions-mrg.com	10/22/24 10/30/24	No (too busy)
Sophia Selivanoff	RGS	www.rgsjpa.org	10/24/24	Yes
Richard Brady	Matrix Consulting Group	www.matrixcg.net	10/24/24 10/28/24	Left message; spoke w/Jen Winter
Craig Hill	NHA	www.nhaadvisors.com	10/24/24	Left message/ probably No
Nancy Hetrick	Raftelis	www.raftelis.com	10/24/24	Yes
Frank Benest	Retired CM	www.frankbenest.com	10/24/24	No; referred to Nelson Fialho (former CM)

Prepared by
Felicia Newhouse, RVSD
updated 11/1/2024



October 31, 2024

Felicia Newhouse
Assistant General Manager
Ross Valley Sanitary District
1111 Andersen Drive
San Rafael, CA 94901

Dear Ms. Newhouse,

I am writing to express my firm's interest in being considered for the consulting engagement related to the assessment of service delivery for the San Rafael Sanitation District. My firm has experience working on engagements with JPAs with structures similar to that of the Central Marin Sanitation Agency. Specifically, DKG is currently working on an administrative services analysis with the San Mateo Consolidated Fire Department, which is funded by its three member agencies, the cities of San Mateo, Foster City, and Belmont. Further, in my former capacity as City Manager and Finance Director of the City of San Mateo, I was a member of the core interagency team that established the San Mateo Consolidated Fire Department in 2019.

Included with this letter is my resume, as I would be the primary consultant working on this engagement. Further information about my firm, including our list of clients, can be found at www.dkgconsultants.com.

Thank you for your consideration.

Drew Corbett

Drew Corbett, Principal
DKG Consultants, LLC

Drew Corbett
4536 Winding Way
San Jose, CA 95129
drew@dkgconsultants.com
(408) 569-8644

EXPERIENCE

DKG Consultants, LLC

Founder and Principal (July 2023-)

- Founding owner of consulting firm specializing in providing services to local government entities, with client services focused on a variety of areas, including but not limited to:
 - Organizational assessments and audits
 - Budgeting and long-term financial planning
 - Strategic planning
 - Coaching, training, and facilitation
 - Policy development and performance metrics

City of San Mateo

City Manager (December 2018 to June 2023)

- Managed and led the operations for a full-service municipal agency with over 600 full-time equivalent employees and approximately 105,000 residents, with notable accomplishments including:
 - Leading the organization through the COVID-19 pandemic as the Director of Emergency Services
 - Completing a \$210M grade separation project with Caltrain that significantly improved east-west connectivity in San Mateo
 - Commencing construction of a \$1B wastewater treatment plant and conveyance system, including securing two federal WIFIA loans
 - Completing construction of a new fire station
 - Continuing work on a comprehensive update of the city's General Plan
 - Developing a pilot program to partner mental health clinicians with police officers to effectively address mental health crises in the field (partnership with San Mateo County)
- Served as the Chief Administrative Officer for San Mateo Consolidated Fire Department

Assistant City Manager/Finance Director (August 2015 to December 2018)

- Managed and led the operations of the Finance Department, which includes the functional areas of accounting and financial reporting, budget, accounts payable, purchasing, payroll, treasury and investments, debt service, and revenue management, by:
 - Restructuring the operating and capital budget development process
 - Developing an integrated 10-year long-term financial plan for the General Fund to drive strategic decision making on resource allocation
 - Leading the refunding of two debt issuances, including one for the former Redevelopment Agency
 - Receiving an unmodified opinion on the City's financial statements from the external auditors
 - Managing a \$200 million investment portfolio
 - Processing over 20,000 paychecks, 19,000 invoices, and 10,000 business licenses annually
- Oversaw the operations of the Information Technology Department
- Managed special projects on behalf of the City Manager, including the remodel of the City Hall atrium and office space and the implementation of a maintenance management software system

City of Menlo Park

Finance Director (August 2013 to August 2015)

- Managed and led the operations of the Finance Department, which includes the functional areas of accounting and financial reporting, budget, accounts payable, purchasing, payroll, treasury and investments, debt service, risk management, and revenue management, by:
 - Restructuring the City's \$59M operating budget from a program/service model to a department/division model and redesigning the budget document
 - Receiving an unmodified opinion on the City's financial statements from the external auditors
 - Processing payroll and accounts payable accurately and meeting all external reporting requirements
 - Administering 4,700 new and renewal business licenses annually

City of Sunnyvale

Assistant Director of Finance/Budget Manager (August 2010 to August 2013)

- Managed the functional areas of budget, accounting, accounts payable, and payroll to achieve the objectives of each division, including, but not limited to:
 - Developing and publishing the \$250M+ annual operating and capital budget, including developing 20-year financial plans for over 20 funds
 - Receiving an unmodified opinion on the City's financial statements from the external auditors
 - Processing paychecks for 1,200 employees bi-weekly and processing 30,000 invoices annually

Budget Analyst (July 2005 to August 2010)

- Supervised and performed complex and sensitive analytical work related to preparing, reviewing, analyzing, evaluating, and administering the budget for the City of Sunnyvale, including, but not limited to:
 - Managing the day-to-day operations of the budget division
 - Leading the process to develop and publish the \$250M+ annual operating/capital projects budget, including developing 20-year long-term financial forecasts for over 20 funds
 - Managing the processes for revenue forecasting, city-wide fee development, and allocations to departments for internal services programs
 - Providing analytical support on major city-wide fiscal issues including salary negotiations, pension and post-retirement benefits cost impacts, and other cost-containment initiatives

Intel Corporation

Senior Financial Analyst – Corporate Planning (January 2004 to June 2005)

- Defined, created, and executed processes necessary to drive the greatest value out of the implementation of the Finance organization's forecasting, close, and reporting tools

Project Manager – Worldwide Relocation Team (June 2002 to December 2003)

- Led the design, development, testing, and implementation of the temporary assignment web-based cost estimate tool to support Intel's global assignment volume

Program Manager – Worldwide Relocation Team (June 2000 to May 2002)

- Developed and maintained the strategies and provisions for U.S. International Relocation Guidelines, acting as the primary contact for guideline content knowledge; and benchmarking, analyzing, designing, and implementing new programs and provisions

Teach For America

Corps Member (June 1995 to June 1997)

- Member of national teaching organization dedicated to providing all children with an excellent education by placing outstanding college graduates into regions facing drastic teacher shortages

Teacher, George Washington Elementary School, Compton, California (August 1995 to June 1997)

- Fifth-grade teacher as a Teach For America Corps Member

EDUCATION

University of Wisconsin-Madison (Madison, WI)

MBA, Management and Human Resources, May 2000

The University of the South (Sewanee, TN)

Bachelor of Arts, Political Science, May 1995, cum laude

OTHER

California Society of Municipal Finance Officers

Board of Directors (2012 to 2014), President-Elect (2016), President (2017), Past President (2018), Chair of Past Presidents Advisory Committee (2023-present)

Government Finance Officers Association

Vice Chair, Committee on Retirement and Benefits Administration (2017-2019)

San Mateo County City Managers Association

Vice Chair (2020) and Chair (2021)



November 1, 2024

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
1111 Andersen Drive
San Rafael, CA 94901

SUBJECT: LETTER OF INTEREST/STATEMENT OF QUALIFICATIONS TO PROVIDE CONSULTING SERVICES FOR CENTRAL MARIN WASTEWATER AGENCIES

Dear Ms. Newhouse:

Regional Government Services Authority (RGS) thanks you for the opportunity to submit this Letter of Interest/Statement of Qualifications (SOQ) to provide professional consulting services supportive of the governing Commission of the Central Marin Sanitation Agency, and/or agency member governing bodies.

RGS is a unique, fee-supported, joint powers authority specializing in public-sector administration and consulting services and employing highly-experienced public-sector professionals. Since 2002, RGS has served over 400 public agencies in California and across the western United States.

Below you will find our Statement of Qualifications (SOQ), which includes information on our team members and their individual qualifications, and an overview of our recommended approach to meeting the specific needs of the relevant agencies. Our SOQ demonstrates our relevant experience and our commitment to providing effective support for successful public agency collaboration. We are confident in our ability to support the stakeholders of the Central Marin Sanitation Agency in identifying paths and options that benefit all.

RGS has a solid reputation with the public agencies we serve for timely, cost-efficient deliverables. As a public agency ourselves, we help partners use public resources wisely, make decisions transparently, and comply with relevant laws and regulations.

If you have any questions, or if further information is desired, please reach out to me at 650-587-7315 or sselivanoff@rgs.ca.gov. The RGS team appreciates the opportunity to be of service!

Sincerely,

A handwritten signature in black ink that reads "Sophia Selivanoff". The signature is fluid and cursive.

Sophia Selivanoff, Executive Director
REGIONAL GOVERNMENT SERVICES

ORGANIZATIONAL PROFILE

Regional Government Services (RGS) is a California Joint Powers Authority (JPA) serving the administrative and organizational needs of over 400 public agencies - cities, counties, special districts, and other governmental entities, since 2002. RGS works collaboratively with public agencies providing a ready source of skilled and effective administrative best practices and support for operational delivery.

Public agencies throughout California trust RGS Advisors to support their core mission and successful delivery of local services by thoughtful delivery of expertise in areas such as:

- Human Resource Management Consultation and Services
- Strategic Organizational Assessment and Development Services
- Recruitment and Selection Services – All Agency Staff Levels
- Classification and Compensation Studies and Assessments
- Training and Staff Development Courses and Consultation
- Finance, Treasury, Accounting, and Payroll Consultation and Services
- Transparent Government Services, supporting essential governance and document processes
- Internal and External Communications and Engagement Strategies and Delivery

The RGS team of nearly 200 employees possesses a wide range of technical expertise as well as extensive management and executive experience in California public agencies. RGS prides itself on delivering accurate, professional products and services, developing and meeting appropriate project timelines, and providing clear, honest, and compassionate communications, thus promoting good relations with stakeholders at all phases of a client's project.

As a JPA serving both member agencies and other public agencies, RGS is keenly aware of the potential for misaligned interests among the partners. RGS developed and uses effective decision-making guidelines and transparent communication practices to ensure clarity and trust in these relationships.

PROJECT UNDERSTANDING

The San Rafael Sanitation District (SRSD) is requesting an Operational Service Agreement with the Central Marin Sanitation Agency (CMSA). CMSA is a JPA consisting currently of three member agencies, the San Rafael Sanitation District, Ross Valley Sanitary District, and County Sanitary District No. 2. SRSD's request for operational services involves a significant reorganization of CMSA. All member agencies would benefit from clarity around governance, financial and employment impacts of the proposed change.

PROJECT APPROACH

Task 1 – Stakeholder Engagement Meetings

RGS staff is skilled in facilitating a variety of approaches to group problem identification and solutions. Based on the information we have available, we anticipate that an interest-based problem-solving approach would be both highly effective and strengthen JPA relationships.

Utilizing an interest-based problem-solving approach engages all stakeholders in resolving the issue. An “interest” identifies needs and answers the question “why” a change or action is proposed. When the focus is on interests, all stakeholders have an opportunity to identify the elements of a solution that are important to them. From there, parties can explore options together rather than simply receiving a “yes” or “no” response to a proposed solution.

Interest-based problem-solving is a dynamic group process with the following steps:

- Share perspectives
- Define the problem
- Identify interests
- Brainstorm solutions
- Evaluate solutions

RGS will provide a written report summarizing the group’s interests and solution alternatives.

Task 2 – Provide Research and Recommendations As Needed

Once the process helps uncover solutions, the group may need research to identify implementation costs or roadblocks. RGS will support informed governance decision-making with thorough research and clearly presented data and (if appropriate) recommendations.

Task 3 – Develop and Facilitate Implementation Plans As Needed

Once a decision is made, a well-planned and executed sequence and process of organizational change will result in successful outcomes for all. RGS staff will identify the actions and communications needed to effectively accomplish desired transitions; and will engage directly if desired with employees and employment services vendors to fully communicate change details.

ABOUT THE PROJECT TEAM

RGS’ Executive Director, Sophia Selivanoff, will provide project management. Sophia’s 35 years in HR leadership have been successfully applied to achieve positive outcomes for dozens of public agencies, as well as in building a team that is well-known throughout the state for its outstanding Human Resources Management consulting services. RGS’ approximately 40 HR Management Advisors are intimately familiar with the requirements and risks of public sector

HR employment, compensation, labor relations and benefits programs, including defined benefit pension systems. Under Sophia's guidance for the past decade, the HR team also offers strategic advice and planning for organizational change and staffing deployment, supporting numerous organizational restructures involving employment status changes for large numbers of employees.

Sophia also offers expertise in managing a professional employer organization. Since our inception, RGS has served as a full-service provider of staff for a variety of JPAs and newly formed public agencies. Currently, Sophia manages the development of customized staffing service agreements as well as providing ongoing oversight of the RGS staff who carry out the work of nine other public agencies. Many of these service agreements include collaborative partnerships with private-sector contract staff as well as in-kind services provided by JPA members. RGS' two decades of experience with innovative staffing collaborations for other agencies has equipped us to understand and resolve issues of governance and reporting, as well as the status of employees, resulting in win-win partnership models for the agencies we staff.

Organizational Development Services Leader Christine Sliz will lead stakeholder engagement. Chris has facilitated interest-based problem-solving for contract negotiation teams and community/organizational issues with multiple stakeholders (examples include water contractor negotiations, the development of recreation vehicle parking ordinances, and the closure of a Navy base). Chris quickly grasps the issues and needs of each party and is adept at moving groups away from positions and into identifying interests.

She has conducted team building, conflict resolution between individuals and teams, executive coaching, strategic planning and training for a number of agencies, including: Santa Rosa Water, Sewerage Agency of Southern Marin, West Marin Water District, West County Wastewater, Castro Valley Sanitary District, and Las Gallinas Valley Sanitary District.

Strategic Services Consultant, Tom Schwedhelm will partner with Chris to ensure an effective stakeholder process. Tom has served as Police Chief, City Council member, and Mayor at the City of Santa Rosa. Tom represented the Council on a number of multijurisdictional committees, including the Santa Rosa Plain Groundwater Sustainability Committee, the Water Advisory Committee, Sonoma County Continuum of Care, and the Climate Action Subcommittee.

Tom has a clear understanding of the political and practical challenges brought by complex, multi-party issues. He also has extensive experience facilitating multi-party problem-solving with agencies such as the Family Justice Center, Generation H Housing, and InResponse.

BILL RATES & FEES

RGS bills for services on an hourly basis; rates are show below. RGS anticipates further discussion of the scope of work along with cost estimates. RGS is prepared to initiate work promptly upon execution of an agreement for services.

Title	Hourly Rate
Strategic Services Advisor	\$186
Senior Advisor	\$157
Advisor	\$135
Technical Specialist	\$119
Administrative Specialist	\$106

Regional Government Services may charge travel expenses at the current Federal rate for advisor travel to and from agency worksite.



October 31, 2024

Felicia Newhouse, Assistant General Manager
Ross Valley Sanitary District
1111 Anderson Drive
San Rafael, CA 94901

Subject: Statement of Qualifications

Dear Felicia Newhouse:

Raftelis is pleased to submit this Statement of Qualifications for the Ross Valley Sanitary District (District). Our focus has always been to help utility and local government clients solve their financial, organizational, and technology challenges.

We understand that the District is seeking management consulting services to conduct an analysis of the Joint Powers Agreement (JPA) to which the Ross Valley Sanitary District is a party. We understand you are seeking qualified consultant partners to conduct research and analysis of various options to assist with informed decision-making. We also understand that the specific scope will be determined and defined with the firm you select as a partner for this important work.

We believe Raftelis offers some advantages to the District for this work, including a highly experienced team of utility and management consulting experts who have performed similar work for agencies like yours in California and nationwide. Our enclosed qualifications demonstrate the breadth of the work we've done and our ability to work in sensitive, multi-agency situations. In many instances, we have worked with organizations over multiple years and established long-term partnerships to build capacity and make lasting improvements throughout an organization. We have become trusted advisors to these agencies.

We are proud of the resources that we can offer the District and welcome the opportunity to assist you with your analysis. If you have any questions, please do not hesitate to contact me. I am authorized to represent the firm.

Sincerely,

A handwritten signature in black ink that reads "Michelle Ferguson".

Michelle Ferguson

Executive Vice President

P: 828.777.6588 / E: mferguson@raftelis.com

RAFTELIS: HELPING UTILITIES AND LOCAL GOVERNMENT THRIVE.



Since our founding in 1993, utility and local government leaders have partnered with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We provide several key factors that will benefit the District.

RESOURCES AND EXPERTISE: With more than 180 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the District with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed. This passion is exemplified in several ways:

- Our experience with very successful public utilities of all sizes.
- Our book entitled *Water and Wastewater Finance and Pricing: The Changing Landscape* includes chapters on public utility management and a chapter on strategic planning.

DECADES OF COLLECTIVE EXPERIENCE: We have the best team in the industry. Our consultants and subject matter experts have decades of experience in strengthening utilities and local municipalities. They've served in a wide range of positions, from city manager to utility director, and they have led dozens of projects for organizations across the country, from organizational assessments of full agencies to rate studies to strategic planning.

PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



Firm Capabilities



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans
- Grant application assistance
- Planning, procurement, and implementation
- Regulation and compliance
- Benchmarking and best practices



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

- Stormwater utility development and implementation support

Experience

Below are some examples of organizational assessment and structure projects completed for other California utility clients. These references serve as a demonstration of the knowledge and expertise we can provide. We are happy to provide additional information as desired and to answer any questions you may have.

Montecito Water and Sanitary Districts CA

Reference: Nicholas Turner, General Manager
P: 805.969.2271 / E: nturner@montecitowater.com

Raftelis was engaged in a joint project by the Montecito Water District (MWD) and Montecito Sanitary District (MSD) to analyze the potential for consolidation of the two districts' operations. The districts had expressed an interest in consolidation for several reasons, including 1) to optimize the use of resources for water resources and a potential expansion of reuse, 2) to provide customers with the best level of service in the most cost-effective manner, and 3) to consolidate governments as encouraged by the California Local Government Reorganization Act in order to ensure constituents are getting the best service at the lowest practical cost. The resulting report, which included extensive staff interviews, site visits, data/document review, and financial analysis, determined that a consolidation or reorganization of MWD and MSD was feasible and could be achieved, resulting in one organization managing potable water and wastewater services for the community and, most importantly, a unified approach to policy and resource initiatives. While these programs can also be implemented through other mechanisms, such as forming a joint powers authority (JPA), utilizing a single organization to move forward on these endeavors would ensure a unified approach and help to avoid potential future organizational conflicts that can arise due to conflicting missions and priorities, and as Boards and management change over time.

Rincon del Diablo Water District CA

Reference: Jeffrey Umbrasas, Director of Administration and Finance
P: 512.974.2610 / E: jumbrasas@rinconwater.org

Rincon del Diablo Water District (District) engaged Raftelis to perform an analysis of the potential consolidation of the District with the City of Escondido, including Human Resources functions. The two agencies have largely overlapped service areas for water, wastewater, and fire protection services, and the District sought an independent review whether consolidation with the City's utilities operations would provide benefits to its customers. Our analysis showed minimal benefits and several potential negative impacts of consolidation with the City.

Dublin San Ramon Services District CA

Reference: Jan Lee, General Manager
P: 925.875.2204 / E: jlee@dsrsd.com

With a goal to ensure appropriate staffing and organization structure, Dublin San Ramon Services District (DSRSD) engaged Raftelis to provide a workforce study of its Operations Department, including water, wastewater, and recycled water operations. The work included interviews with managers and staff workgroups, onsite tours, benchmarking against other peer agencies, and an online survey of staff. Raftelis presented a recommendation to the Board to add nine positions over the next five years to enhance its preventive maintenance, laboratory and regulatory reporting functions, and administrative support.

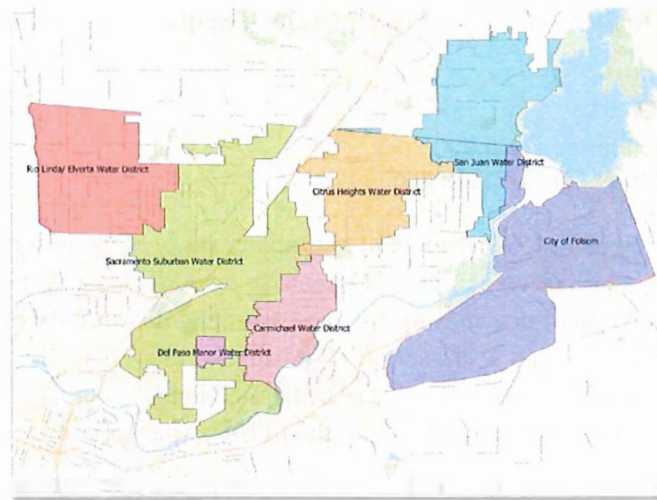
DSRSD hired Raftelis again in 2024 to perform an assessment of all other departments in the District, including administrative, engineering, and regulatory/compliance, as well as to provide another employee survey to compare results from 2022 to 2024. Work is underway to finalize survey analysis and recommendations for improving operations, with a report due to the District by the end of the year.

Sacramento Region Collaboration CA

Reference: Dan York, General Manager, Sacramento Suburban Water District

P: 916.679.3973 / E: dyork@sswd.org

The seven participating agencies in the Sacramento Region Water Utility Collaboration/Integration Study were seeking to build successful collaborative efforts to benefit all agencies and their customers. They include Carmichael Water District, Citrus Heights Water District, City of Folsom, Del Paso Manor Water District, Rio Linda/Elverta Community Water District, and San Juan



The seven participating water supply agencies in the Sacramento area.

Water District. They hired Raftelis to perform reviews of each of their organizations, similar in scope to a Municipal Service Review (MSR), to understand performance levels and identify opportunities for improvement through potential collaborative efforts ranging from joint contracting, sharing resources, and full reorganization between one or more agencies following a Local Agency Formation Commission (LAFCo) process. The Sacramento Collaboration/Integration Study is identifying and nurturing mutually beneficial opportunities that can lead to customer cost savings, economies of scale, beneficial use of resources, improved services, and more efficient use of staff, equipment, and capital resources.

Raftelis worked closely with the participating agencies to identify, analyze, and help foster collaborations of all types, including full consolidation of one or more entities. Collaboration can occur in many forms. Raftelis provided assistance through the following activities:

- Conducting reviews of each organization, following a format similar to the MSR
- Benchmarking and program comparisons across entities
- Identifying and studying collaboration opportunities
- Building financial models to evaluate different delivery approaches and financial implications, including potential rate impacts
- Reviewing legislation, policies, and standard operating procedures (SOP) to facilitate better resource sharing across entities
- Stakeholder engagement and communication
- Preparing agencies that desire reorganization for the LAFCo review and approval process

Napa Sanitation District CA

Reference: Andrew Damron, General Manager
P: 707.258.6007 / E: adamron@napasan.com

Napa Sanitation District (District) engaged the firm to review organizational structure and staffing in its Administration Division (including Clerk, Finance, and Human Resources), Engineering Services Division, and Collection Services workgroups. The firm conducted on-site interviews with key staff members, reviewed data and documents, toured facilities, and presented preliminary recommendations for improving effectiveness and providing career paths for staff. The firm continues to work with the District on a phased plan to address issues, presenting critically needed positions to the Board prior to the presentation of a comprehensive plan.

City of Coachella CA

Reference: Bill Pattison, Finance Director
P: 760.398.3502 / E: bpattison@coachella.org

The City engaged Raftelis to perform a staffing and manpower study of its utility operations, including the Coachella Water Authority and Sanitary District. Located in the Coachella Valley in the Colorado Desert of California, the Utilities Department provides for the treatment and distribution of potable water to over 9,000 residential, commercial, and industrial water service connections, as well as the collection, treatment, and disposal of wastewater from more than 8,000 wastewater service connections. The goal of the study was to identify current and future service demands and to staff and structure the utilities appropriately.

Work included an evaluation of the operational units' scope of work, operating procedures, finances against industry standards, and a benchmarking comparison with peer utilities. Deliverables included a report representing findings from the analysis and recommended strategies to address gaps in performance and add staff as appropriate. Work is currently underway to refine and finalize the resulting report.

City of Roseville CA

Reference: Sean Bigley, Assistant Environmental Utilities Director
P: 916.774.5513 / E: sbigley@roseville.ca.us

In 2020, Raftelis was hired to assist the City of Roseville's Environmental Utilities Department with the creation of a new strategic plan. We led the management team through a self-assessment based upon the ten attributes of Effective Utility Management; the resulting gap assessment identified those areas where improvement efforts should be focused into the future. Multiple workshops and stakeholder interviews were held, including a survey of all Water Utility staff, to collect opinions on the strategic direction for the organization. These efforts resulted in a new strategic plan that is understandable, informed by stakeholder input, and graphically appealing to the Roseville community.

City of Oceanside CA

Reference: Lindsay Leahy, Water Utilities Director
P: 760.435.5800 / E: lleahy@oceansideca.org

In 2019, the City of Oceanside Water Utilities Department (Department) hired Raftelis to prepare its new strategic plan. The process involved input from a broad group of internal and external stakeholders and consistent communications of the District's vision, mission, and overall strategic plan, both internally and externally. Based on

this process, the District elected to focus on workforce, finance, communication and outreach, infrastructure, sustainable resource management, and technology in its updated strategic plan. The strategic framework developed will help guide investment, allocate resources, and provide a structure for annual strategy reviews to ensure that long-term goals and objectives are achieved.

We returned in 2021 to provide an organizational assessment and staffing study of the District. This included numerous interviews with Department supervisors and managers, staff focus groups, benchmarking against peer agencies, data and document review, and gap analysis against industry best practices. The resulting report focused on improving recruitment and retention, as well as compensation to reduce staff vacancies that were impacting operations. The report also included recommendations to optimize the use of technology and invest in capital infrastructure upgrades at an accelerated pace.

Monte Vista Water District CA

Reference: Betty Conti, Human Resources / Risk Manager
P: 909.267.2120 / E: bconti@mvwd.org

The Monte Vista Water District (District) engaged the firm to perform a staffing and organizational assessment. Located at the intersection of San Bernardino, Los Angeles, Orange, and Riverside Counties, the District provides retail and wholesale water supply to over 130,000 residents in a 30-square-mile area of San Bernardino County. The District suffered historically poor preventive maintenance and was playing “catch up” with a significant capital project investment in order to reduce a high leak and failure rate. A new General Manager and strategic plan, several new department heads, and other changes, including a campus construction plan and consideration of adding sewer service as a new business line, resulted in the need to take a comprehensive look to ensure operations aligned with future growth and strategic goals.

Raftelis interviewed numerous employees, visited the site to tour facilities and assessed maintenance practices, benchmarked with several other comparable utility operations, and reviewed numerous documents. We reviewed and compared all District job classifications and salary ranges to those of comparable agencies in the region, recommending adjustments where necessary to remain competitive.

Team Qualifications

Depending on the precise scope of work, we will develop a team of consultants who specialize in the specific elements that will be critical to the success of the District's project. We will draw upon the necessary specialties from a strong bench of consultants, including financial/rate analysts and modelers, and organizational assessment and management consulting experts. Should the District choose to contract with the firm, we are happy to identify specific team members for your project.

With the depth of more than 180 consulting professionals, and specifically the current and anticipated workload of individuals who may be assigned to assist the District, we will have the availability to provide the requested services in a timely and efficient manner to meet the District's scheduling requirements and objectives.

Raftelis has 15 offices located strategically across the United States, including those in Santa Barbara, Los Angeles, and Murrieta.





870 Market Street, Suite 1223
San Francisco, CA 94102
Toll free: 800.434.8349

www.nbsgov.com

October 31, 2024

Felicia Newhouse
Assistant General Manager
Ross Valley Sanitary District
1111 Andersen Dr
San Rafael, CA 94901

RE: Letter of Interest for an Organization Study

Dear Felicia:

Thank you for the opportunity to submit a letter of interest to potentially provide consulting services. We understand that the local sanitary agencies involved in wastewater services are collaborating and discussing a proposed shared services agreement. However, no specific scope of services nor schedule is defined at this point.

As you might know, NBS has significant experience with similar agreements and governance as well as cost allocation methodologies, rate structures, financial plans, and fiscal studies. This experience is from work across the State and includes work in and around Marin County, as well. For this effort, we would like to also bring in some additional governance expertise via recently-retired Steve Kroeger, who has years of experience as a finance director as well as a municipal manager. He knows Marin County, as well.

This brief letter is intended to highlight our experience and some initial thoughts on this effort. For governance, we understand the complications involved with JPAs, independent special districts, municipalities and the like. We have been around at the birth of many of these types of structures, to the point of closing them down as need be. With the plethora of districts and cities providing wastewater services, with a JPA, it's important to step back, analyze the situation, and provide perspective on many facets for optimal governance and org charts.

For the fiscal side of the equation, it will be important to bring in our experience with property tax given some of the entities receive a portion of the base property tax receipts. From that baseline, we will analyze the cost allocation, rate structures, financial plans, and Special Financing Districts (SFDs) as part of the equation.

Most likely, while we have nearly 60 staff to draw from, as well as outside experts, we anticipate primarily bringing in these Subject Matter Experts, or SMEs:

- Greg Ghironzi, who has 30 years of experience to leverage. He is currently working on a somewhat similar effort for the Russian River community, looking at appropriate governance structures for potable water service.

- Nicole Kissam has decades of experience working for local governments and has a particularly strong acumen for costs and cost allocation, which will be important to understand.
- Jeremy Tamargo is a civil engineer with years of experience, and can opine on rates and the overall financials for this project, as can others on our team.
- Steve Kroeger, a consultant to NBS, is a native of Marin County with decades of experience as a finance director, county administrator, and city manager. He has also been an advisor to ICMA.

Once any effort is better defined, we can provide a scope and fee structure to support the needs.

NBS COMPANY OVERVIEW AND TEAM HIGHLIGHTS

NBS AT-A-GLANCE: HELPING COMMUNITIES FUND TOMORROW

28 In Business **100% ESOP** NBS is a 100% employee-owned S-Corporation
YEARS

NBS HEADQUARTERS
32605 Temecula Pkwy | Suite 100
Temecula, CA 92592

SAN FRANCISCO REGIONAL OFFICE
870 Market Street | Suite 1223
San Francisco, CA 94102

CONTACT
Tim Seufert | 800.434.8349
tseufert@nbsgov.com

LEGAL NAME DBA **56**
NBS Government NBS employees
Finance Group

INDIVIDUAL AUTHORIZED TO NEGOTIATE AGREEMENT
Michael Rentner, President

Since 1996, NBS has supported California municipalities with the implementation and ongoing administration of local funding tools.

While the firm originally focused on Special Financing Districts (SFDs), specifically the formation and administration of special assessments and taxes, we have evolved with our clients' needs and now provide a full range of consulting services. We focus on sustainable water and wastewater utility rate programs, cost allocation plans, cost recovery, and legally justified fee design. Across all practice areas, we have worked with more than **500 public agencies** to date, including cities, counties, school districts, utilities, and special districts.

Greg Ghironzi is a Senior Consultant with NBS in our District Formation Consulting group, with more than 30 years of experience in public finance. He has worked with every type of local agency including cities, counties, and a broad range of special districts as well as JPA's and others. His diverse experience includes financing or funding of facilities and services such as fire protection, library, healthcare, conservation,

cemetery, groundwater (management & sustainability), utility (water, wastewater, sanitary & sanitation, irrigation, and reclamation), pest abatement, school, transit, flood control, recreation & parks.

In combination with his utility experience, he is an acknowledged expert in the Proposition 218 compliant formation and annexation of land-based Special Financing Districts (SFDs) to finance capital projects and fund ongoing maintenance and services.

Nicole Kissam is Director of Financial Consulting for NBS. She has more than 20 years of experience in public sector consulting, city government, and public relations. Nicole specializes in cost recovery and revenue policy for California local governments. She routinely manages projects and provides senior level technical analysis on impact fee studies, user/regulatory fee analyses, cost allocation plans, and financial plans. She has completed over 100 consulting engagements for a range of cities, counties, and special districts, including those with less than 10,000 population up to the largest in the State such as Los Angeles, Sacramento, and San Jose. Her background also includes performance of various management audits that improved operational efficiency of development services, parks and recreation, and utility departments. Nicole is regularly invited to speak on the topics of cost recovery, fee program development, and fiscal sustainability for various prominent professional organizations in California.

Jeremy Tamargo has nearly a decade of professional civil engineering experience in both the public and private sectors. He is a licensed professional engineer in the State of Oregon and has an application in technical review with the California Board for Professional Engineers, Land Surveyors, and Geologists for comity licensure in the State of California. His recent experience was serving as an Assistant City Engineer and Principal Engineer.

Steve Kroeger's passion for local community service spans over 25 years, a time during which he served as City Manager of the City of Live Oak, Deputy County Administrator for Sutter County, and a span of 19 years with the City of Yuba City in the roles of Administrative Services Director, Assistant City Manager and City Manager. His policy experience over the years included managing Rural/Urban Interface issues, Master Tax Exchange Agreements, and adoption of Community Growth Policies. He also has direct experience in structuring bond deals, Assessment District and Community Facility District formation, and investment portfolio management.

Steve's educational background:

- Master's Degree in Public Administration from the University of Southern California
- Bachelor's Degree in Finance from Santa Clara University
- Graduate of Harvard Senior Executives in State and Local Government Program

Please feel free to reach out to me at any time with questions about our proposal or to move forward with a professional services agreement. I can be reached at 800.434.8349 or via email at tseufert@nbsgov.com. We would genuinely like to work on this project and help you move forward successfully.

Sincerely,



Tim Seufert
Managing Director



October 28, 2024

Via Electronic Mail
fnewhouse@rvsd.org

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
1111 Andersen Dr.,
San Rafael, CA 94901

LETTER OF INTRODUCTION

Dear Ms. Newhouse:

At your request, RSG, Inc. ("RSG") has prepared this letter to introduce our firm to your Board as part of a multi-step process regarding exploring the existing and proposed sanitary service delivery model in the greater San Rafael area on behalf of the Ross Valley Sanitary District ("RVSD") and San Rafael Sanitary District ("SRSD").

FIRM OVERVIEW

RSG is a California-based, Subchapter "S" Corporation. Founded in 1979, the firm is managed by active Principals Jim Simon and Tara Matthews. Our corporate address is 170 Eucalyptus Ave., Suite 200, Vista, CA 92084, and we have three hubs in California (San Diego, Los Angeles, and Oakland) where we collaborate periodically as a team to accommodate the needs of our clients and growing firm.

RSG is a creatively charged consultant to California public agencies. We collaborate with the people responsible for creating vibrant places to accomplish their goals. The inspired leaders at RSG create stronger communities capable of achieving bolder futures by bringing more than four decades of native knowledge to each engagement. As diverse as the agencies we work with, our services span real estate, economic development, fiscal health, and housing initiatives to over 110 clients in the last year.

RSG's fiscal health services include formation of new agencies including incorporations, annexation and reorganization studies, municipal services reviews, and other services for LAFCOs, local agencies, and other interested parties.

RSG's federal taxpayer identification number is 95-343-5849 and state taxpayer identification number is 27600915. RSG is also a State certified Small Business Enterprise (SBE - 2006876 DGS).

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

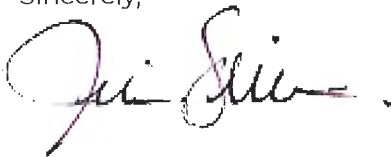
EXPERIENCE

RSG has prepared numerous service delivery and governance model analysis for Joint-Powers-Authorities ("JPA") throughout the state. This includes our efforts with the structuring and possible sunseting of the March JPA wherein we served in the capacity of evaluating assets, liabilities, revenues, and services to identify a viable means for transitioning the JPA's duties to local agencies. Additionally, RSG has served as a consultant for over 30 years for the Inland Valley Development Agency ("IVDA") JPA to assist with various redevelopment tools and projects and more recently exploring the financial and political feasibility of extending redevelopment tools through the creation of a Community Revitalization Investment Area ("CRIA").

More notably, RSG has been working on the feasibility of various alternative governance models for wastewater services within one of California's coastal regions. The goal of the study is to explore potential alternatives to managing the regions wastewater services as a means to rectify the existing concerns and issues surrounding the current JPA governance model. RSG's role in this study has been to evaluate and project the financial and political feasibility of each alternative service delivery model and identify any economies of scale and service delivery enhancements.

Should you have any questions, please do not hesitate to contact me at jsimon@rsgsolutions.com or by phone at 714.316.2120.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Simon", with a stylized flourish at the end.

Jim Simon
Principal

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

PERSONNEL

Jim Simon, Principal, would lead the team for this engagement and is the main point of contact. Mr. Simon would be assisted by RSG staff member Carol Ieromnimon, Associate and project manager. Resumes of consulting staff assigned to this engagement are on the following pages. Additional RSG staff will be assigned support roles as needed.

PROJECT AND TEAM MANAGEMENT PRACTICES

RSG is proud that our clients see us as trusted advisors, providing decision makers with essential data and relevant guidance throughout a project. To accomplish this expectation, we dedicate a Principal and a core group of staff to each assignment, ensuring consistency throughout the engagement. Our staff is focused, passionate, and conducts work around our Core Values. We excel at allocating time and resources to complete projects on time and within budget.



JIM SIMON

Principal & President

714.316.2120
jsimon@rsgsolutions.com

PROFILE

“With determination and imagination, I serve myself and others to discover our capacity for what is possible by designing solutions for a complex world so we can cherish and nurture our communities.”

OUT & ABOUT

California Association for Local Economic Development (CALED) 40 at 40 Honoree for contributions to California Economic Development

“Business Retention and Attraction” – Advanced Certification Program Instructor (CALED)

“Community Economic Development” – Keys Program

Legislative Committee and 2024 Conference Committee for California Association of Local Agency Formation Commissions (CALAFCO)

International Council of Shopping Centers (ICSC)

Housing California

Southern California Association of Non-Profit Housing (SCANPH)

California Association of Local Housing Finance Agencies (Cal-ALHFA)

San Diego Housing Federation (SDHF)

Urban Land Institute (ULI)

ABOUT JIM

Inspired to improve the Golden State in his work, Jim delivers intelligence, innovation, and passion to projects requiring his unparalleled expertise in fiscal health, real estate, and economic development. For over 30 years, Jim is proud to have led projects that have resulted in the investment of over \$10 billion in private and public capital, transforming cities and communities across California. As President of RSG, Jim is helping to shape the next generation of the firm’s legacy - leading RSG’s team of inspired, creative, and insightful consultants that serve over 100 communities each year.

EDUCATION

Jim joined RSG in 1991 and has served as a Principal and shareholder since 2001. He received a BA in Business Administration with a concentration in entrepreneurial management from California State University, Fullerton. In 2014, Jim was selected as an Advisory Board member of the California Association for Local Economic Development, where he serves as Co-Chair of CALED’s Economic Development, Real Estate and Finance technical committee. Jim is also an Advisory member of the Legislative Committee for the California Association of LAFCOs (CALAFCO), and active in other professional organizations including NAIOP, ICSC, NPH, and SCANPH.

RECENT ENGAGEMENTS

Prepared fiscal impact analysis for several annexations proposals within city SOIs, including Martinez, San Carlos, Huntington Beach, and Belmont.

Served as engagement manager for the most recent incorporation comprehensive fiscal analysis (Olympic Valley, Placer County) in which RSG’s work withstood substantial public scrutiny, including DOF review.

Oversaw the Comprehensive Fiscal Analysis and led the Cityhood Incorporation Resident Workshop for the Town of Mountain House for San Joaquin LAFCO, who unanimously approved the incorporation application to advance it to the voters, who then approved in March 2024.

Led the preparation of a MSR for the 28 cities in Riverside County, provided MSR and SOI updates for 13 cities and 12 special districts for Orange County LAFCO, and provided MSR and SOI updates for 4 cities for LA LAFCO. Prepared the 2020 Municipal Services Review and SOI Update for the Consolidated Fire Protection District of Los Angeles County, the largest special district in California, for LA LAFCO.





CAROL IEROMNIMON

Associate

714.316.2197

cieromnimon@rsgsolutions.com

PROFILE

"I find success in helping others find success. Creating meaningful relationships and collaborating with others to achieve a goal is where most of my passion lies. By applying my skillsets and experience to my role with RSG, I hope to further enhance communities and empower others."

OUT & ABOUT

Member, CALAFCO Legislative Committee

Housing California

Southern California Association of Non-Profit Housing (SCANPH)

California Association of Local Housing Finance Agencies (Cal-ALHFA)

San Diego Housing Federation (SDHF)

California Association of Local Agency Formation Commissions (CALAFCO)

ABOUT CAROL

Carol joined the RSG team in 2024 and brought with her a background in local government and economic development. Her experience in the intricacies of municipal boundary adjustments, research and analysis, grant administration, underwriting, public speaking as well as project management empowers her to further facilitate the efficient growth and prosperity of communities across the state. Her passion in creating meaningful relationships and making a difference in the communities she serves propels her to deliver results, provide solutions, and embrace new challenges.

EDUCATION

Carol holds a Bachelor of Science Degree in Sociology from the University of California, Riverside as well as a Master's Degree in Public Administration from California State University, Long Beach. Carol served as an Advisory Member to the SANDAG Communities Working Group between 2023-2024 and is currently an Advisory Member of the Legislative Committee for the California Association of LAFCOs (CALAFCO).

RECENT ENGAGEMENTS

Provided advisory services and performed research to help the City of Redwood City develop best practices and guidelines for their kiosk program in Downtown.

Conducting a reorganization study of two legal parcels in Napa County on behalf of the Town of Yountville.

Preparing the Municipal Service Review on behalf of Placer County involving the South Placer Municipal Utility District.

Performing a service delivery study for Placer County involving the Placer Vineyards Park and Recreation District.

Assisted in the preparation of the Municipal Service Review on behalf of Alameda LAFCO involving the community services districts in Alameda County.

Assisted with the review of fiscal impacts associated with proposed residential development for communities in the City of Costa Mesa and neighborhood of Orangethorpe.

Facilitated the preparation of the Municipal Service Review on behalf of Siskiyou LAFCO involving the fire protection service providers in Siskiyou County.



Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

MISSION STATEMENT

RSG creates solutions to enhance communities' physical, economic, and social future.

CORE VALUES

Our core values define who we are as people and the standards by which we provide services to our clients.



Fiscal Health Qualifications

RSG provides a range of fiscal services to help government agencies become more effective with the resources they use to serve communities. We offer fiscal impact analyses, assistance in securing financing, annexation and incorporation studies, municipal service reviews, and community engagement services.

Our **fiscal impact studies** aim to provide clarity and insight to staff and decision-makers, helping under-resourced communities gain access to the resources needed for sustainability and quality of life.

We prepare **municipal service reviews** and sphere of influence updates, and evaluate **reorganization, annexation, or incorporation** proposals, providing independent analysis and recommendations.

Our **community engagement experience** includes facilitating public discussions, designing **strategic plans**, working with diverse groups, and presenting complex information to facilitate informed decision-making.

With our expertise in **tax increment financing** and a strong foundation in community engagement, we assist clients in achieving their goals through insightful processes that value the community's expertise.

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

RECENT PROJECTS

MUNICIPAL SERVICE REVIEWS

Alameda LAFCO

Community Services MSR Update (Underway)

Placer LAFCO

Public Utilities Services MSR Update (Underway)

Sutter LAFCO

Fire and EMS MSR Update (Underway)

Siskiyou LAFCO

Fire Services MSR Update – in conjunction with Planwest Partners (Underway)

Sonoma LAFCO

Santa Rosa MSR and SOI Update (Completed 2024)

Orange LAFCO

Central Region MSR Update (Underway)

Southwest Region MSR Update (Completed 2023)

West Region MSR Update (Completed 2023)

Riverside LAFCO

28 City MSR and SOI Update (Completed 2022)

Los Angeles LAFCO

Bell, Maywood, South El Monte, and Vernon MSRs and SOI Review (Completed 2023)

La Mirada and Whittier MSR and SOI Update (Completed 2021)

Consolidated Fire Protection District MSR and SOI Update (Completed 2020)

Yolo LAFCO

Water Districts MSR and SOI Update (Completed 2013)

ANNEXATION STUDIES

City of Belmont (San Mateo Co.)

Eastern Harbor BI Annexation Strategy (Underway)

601 Harbor BI Annexation (Completed 2023)

608 Harbor BI Annexation (Completed 2023)

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

Old County Rd/Harbor Bl Annexation (Completed 2021)

1304 Elmer Street Annexation (Completed 2018)

City of Citrus Heights (Sacramento Co.)

Sphere of Influence Annexation Study (Completed 2023)

City of Huntington Beach (Orange Co.)

Bolsa Chica Annexation Study (Completed 2009, Updated 2013, Updated 2022)

City of Martinez (Contra Costa Co.)

Sphere of Influence Annexation Study (Completed 2021, Updated 2023)

Alhambra Valley / North Pacheco Annexation Study (Completed 2015)

City of San Carlos (San Mateo Co.)

252 Club Drive Annexation (Completed 2020)

Hyde Park Estates Annexation (Completed 2019)

Cranfield Annexation (Completed 2015)

Desert Healthcare District (Riverside Co.)

AB 2414 Annexation Fiscal Analysis (Completed 2017)

Berger Foundation / Cathedral City (Riverside Co.)

SOI Expansion and Annexation Fiscal Analysis (Completed 2013)

INCORPORATION STUDIES

San Joaquin LAFCO

Comprehensive Fiscal Analysis – Mountain House Incorporation (Completed 2023)

Malaga County Water District / Malaga (Fresno Co.)

Initial Fiscal Analysis – Malaga Incorporation (Completed 2018)

Placer LAFCO

Comprehensive Fiscal Analysis – Olympic Valley Incorporation (Completed 2015)

San Bernardino LAFCO

Rim Communities Incorporation Feasibility Study (Completed 2015)

OTHER REORGANIZATIONAL STUDIES

Town of Yountville (Napa Co.)

Domain Chandon Reorganization (Underway)

City of Portola / Local Emergency Services Study Group (Plumas Co.)

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

Portola/East Plumas Fire Protection Reorganization (Completed 2022, with Planwest Partners)

County of San Bernardino

CSA 79 Reorganization Fiscal Analysis (Completed 2018, Updated in 2022)

City of Nevada City (Nevada Co.)

SOI Update and Annexation Plan (Completed 2017)

OTHER FISCAL OR OPERATIONAL STUDIES

Placer County

Parks and Recreation Service Delivery Model (Underway)

Orange LAFCO

GIS Mapping Services (Underway)

March Joint Powers Authority (Riverside Co.)

JPA Sunsetting Services (Completed 2023)

CALAFCO

Update Map of Statewide Disadvantaged Unincorporated Communities (Completed 2022)

Riverside LAFCO

Update Map of Statewide Disadvantaged Unincorporated Communities (Completed 2021)

City of Carlsbad (San Diego Co.)

Custodial Service Level Study (Completed 2020)

Public Works Paint Shop Cost Benefits Analysis (Completed 2016)

Public Works Department Lines of Business Operational Study (Completed 2013)

Street & Signal Maintenance Division Business Plan (Completed 2011)

City of Irwindale (Los Angeles Co.)

General Fund Fiscal Plan and Sustainability Model (Completed 2018)

City of Grand Terrace (San Bernardino Co.)

General Fund Sustainability Analysis (Completed 2011)

City of South Gate (Los Angeles Co.)

Housing Division Efficiency Study (Completed 2021)

FISCAL/ECONOMIC IMPACT ANALYSIS

City of Jurupa Valley (Riverside Co.)

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

Rio Vista Specific Plan (Scheduled 2024 Completion) ^

Rubidoux Commerce Park (Completed 2023) ^

The District Specific Plan (Completed 2023) ^

* Included community benefits analysis

Toll Bros Multifamily (Orange Co.)

Oceanside Multifamily Project (Completed 2023)

Dana Point Multifamily Project (Completed 2022)

Santa Ana 4th & Main Mixed-Use Project (Completed 2019)

Orangethorpe Investment Partners (Orange Co.)

777 W. Orangethorpe Av Multifamily Project (Completed 2024)

Legacy Partners (Orange Co.)

Hive Live – Legacy Partners Fiscal Impact Analysis (Underway)

City of San Carlos (San Mateo Co.)

Economic Analysis – General Plan Capacity Revision (Underway)

Alexandria District Phase II Life Sciences Project (Scheduled 2024 Completion)

789 Old County Rd Life Sciences Project (Scheduled 2024 Completion)

501 Industrial Hotel Project (Scheduled 2024 Completion)

642 Quarry Road Life Sciences Project (Completed 2023)

841 Old County Road Life Sciences Project (Completed 2023)

405 Industrial Life Sciences Project (Completed 2022)

1030 Brittan / MBC Biolabs Project (Completed 2020)

888 Bransten Life Sciences Project (Completed 2020)

655 Skyway Airport Hangar/Office Project (Completed 2020)

1091 Industrial Hotel Project (Completed 2017)

Trestle / Transit Village Mixed Use Project (Completed 2018)

Marriott Residence Inn / Landmark Hotel Project (Completed 2016)

Alexandria District Phase I / Windy Hill (Completed 2015)

* Included feasibility analysis

* Included community benefits analysis

Vineyards Development / Santa Ana (Orange Co.)

Felicia Newhouse, Assistant General Manager
ROSS VALLEY SANITARY DISTRICT
October 28, 2024

Newpark Plaza (Newark, CA) Development Fiscal Impact Analysis (Completed 2022)

Bowery (Santa Ana) Multifamily Project (Completed 2020)

2525 Main Multifamily (Santa Ana) Project (Completed 2019)

Dyer Road / Heritage (Santa Ana) Multifamily Project (Completed 2015)

The Concord Group

El Segundo Residential Development Fiscal Analysis (Completed 2023)

Santa Monica Bl (Beverly Hills) Office Project Fiscal Impact Analysis (Completed 2021)

J Street (Sacramento) Mixed Use Project Fiscal Impact Analysis (Completed 2021)

Medical Main Street (Lancaster) Mixed Use Master Plan (Completed 2021)

4th & Cabrillo (Santa Ana) Mixed Use Project (Completed 2020)

4th & Mortimer (Santa Ana) Mixed Use Project (Completed 2020)

Town Madison (Madison, AL) Interchange (Completed 2020)

651 Sunflower / Legacy (Santa Ana) Multifamily Project (Completed 2019)

The Gulch / Atlanta Mixed Use Project (Completed 2017)

Ridgeline (San Bernardino) Retail Project (Completed 2015)

Basking Ridge Development (Basking Ridge NJ) (Completed 2015)

East Hartford (CN) Outlet Mall (Completed 2015)

City of Los Angeles, Office of Chief Legislative Analyst

Venice Hope Mixed Use Project (Completed 2020)

AECOM Capital Hotel Project (Completed 2019)

Grand Avenue Los Angeles Mixed Use Project (Completed 2016)

Westfield Village at Topanga (Completed 2012)

* Included feasibility analysis

