

Nevada County Consolidated Fire District

640 Coyote Street
Nevada City, CA 95959
(530) 265-4431
FAX 265-4438



www.nccfire.com
nccfire@nccfire.com

BOARD OF DIRECTORS - SPECIAL MEETING AGENDA

FRIDAY, OCTOBER 30, 2026 – 10:00 AM

NEVADA COUNTY CONSOLIDATED FIRE DISTRICT
11329 MCCOURTNEY ROAD, GRASS VALLEY, CA 95949

◆────────────────────────────────◆
Tricia Bush, Board Secretary
(530)265-4431
triciabush@nccfire.com

The Board of Directors welcomes you to its meetings and your participation is encouraged and appreciated. Any Member of the Audience desiring to address the Board on a matter appearing on the Agenda, before or during consideration of the item, may do so after receiving recognition from the presiding officer. In order for all interested parties have an opportunity to speak, please limit your comments to the specific item under discussion. For further rules on public comment and other matters, please see the last page of this agenda.

NOTICE

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Clerk of the Board for further information.

All items posted on the agenda, including under correspondence, may be acted upon by the Board of Directors. However, matters under committee reports and department manager's reports may be briefly addressed by the Board or Staff but no action or discussion shall be undertaken on any item not appearing on the posted agenda. (GC 54954.2)

The Board of Directors may hold a Closed Session as the agenda schedule permits.

STANDING ORDERS:



10:00am Call to Order
Roll Call
Pledge of Allegiance to the Flag
Corrections and/or deletions to the agenda

*PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

Per CA Government Code 54954.3

This is the time for any member of the public to address the Board on any item not on this Agenda that is within the subject matter jurisdiction of the NCCFD Board. Please wait for recognition from the presiding officer. The Board generally cannot act on or discuss an item not on the agenda. However, the Board may "briefly respond" to comments or questions from the members of the public. Please see the rules for public comment at the end of this agenda.

NEW BUSINESS

1. Discussion and Possible Action, Resolution R26-32, Acceptance of Donated Real Property and Authorizing the Designating Agent of the District to Sign the Certification of Acceptance of Real Property Pursuant to California Government Code Section 27281, identified as Lot 7 of TFM23-001, located at 15631 Banner Lava Cap Road, Nevada City, CA, further identified as Assessor's Parcel Number 038-330-003-000. Chief Robitaille
2. Discussion and Possible Action, Resolution R26-33, Accepting the Proposal for Increasing the Benefit Assessment Pursuant to the Request for Proposals Opened September 25, 2026, Approving the Agreement, Authorizing a Designee to Sign the Agreement, and Authorizing a Budget Amendment and Transfer to Cover the Costs. Chief Robitaille

ADJOURNMENT

Board Meeting Schedule

All Regular Board Meetings will take place on the fourth Wednesday of the month.

Copies

Copies of the agenda documents relative to an agenda item may be obtained at the Administrative Office, 640 Coyote Street, Nevada City, CA 95959, at a cost of \$1.00 dollar per page.

Board Meeting Notices

This Special Meeting Agenda was posted 24 hours in advance of the meeting at the following locations: Nevada County Consolidated Fire District: Administration Office, 640 Coyote Street, Nevada City; Station 85, 12668 Colfax Highway, Cedar Ridge; Station 86, 12337 Banner Lava Cap Rd, Nevada City; Station 88, 14400 Golden Star, Grass Valley; Station 89, 11833 Tammy Way, Grass Valley; and on our website address at <http://www.nccfire.com>. Our e-mail address is nccfire@nccfire.com.

Rules Applying to Public Comments (as provided by CA Government Code Section 54954.)

A. Members of the public wishing to address the Board upon any subject within the jurisdiction of the Nevada County Consolidated Fire District may do so upon receiving recognition from the presiding officer at the appropriate time. You may address the Board on any agenda item prior to Board Action. If you wish to address the Board on an item not on the agenda, you may do so during the General Public Comment period. Understand that no action may be taken on an item not on the agenda.

- Where necessary for the orderly operation of the meeting, the presiding officer may limit public comment during the public comment period or public hearing to no more than five minutes per individual.

B. After receiving recognition, please stand and state your name, as all meetings are being taped. Note that stating your name is a voluntary act and is not required.

C. Members of the public may submit written comments on any matter that is listed on the agenda or for general public comment. You may submit written comments on any matter by U.S. Mail addressed to 640 Coyote Street, Nevada City, CA 95959 or by e-mail to triciabush@nccfire.com. For comments to be read at the meeting and entered into the minutes they must be received no later than 8:00 a.m. on the morning of the noticed meeting.

D. **All documents to be presented to the Board of Directors shall be given to the Secretary of the Board for distribution (original and seven copies) prior to the Call of Order of meeting.**

E. Complaints against any individual District employee cannot be brought up in open meeting directly. The District will only consider such a complaint if submitted in writing.



Nevada County Consolidated Fire District

Resolution 26-32

ACCEPTANCE OF DONATED REAL PROPERTY AND AUTHORIZING THE DESIGNATING AGENT OF THE DISTRICT TO SIGN THE CERTIFICATION OF ACCEPTANCE OF REAL PROPERTY PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 27281

WHEREAS, California Government Code Section 27281 provides that deeds or grants conveying an interest in or easement upon real estate to a political corporation or governmental agency for public purposes shall not be accepted recordation without the consent of the grantee evidenced by its certificate or resolution of acceptance attached to the deed or grant; and

WHEREAS, John Paul Paye, as Trustee of the John Paul Paye Revocable Living Trust dated December 23, 2025 and Mark H. Paye, as Trustee of the Mark H. Paye and Wendy J. Paye Revocable Trust, u/a dated August 29, 2024, (“Donor”) is the owner of certain real property located within the Nevada County Consolidated Fire District (“District”), located at 15631 Banner Lava Cap Road, Nevada City, CA, and further identified as Assessor’s Parcel Number 038-330-003-000.

WHEREAS, the Donor has offered to donate Lot 7 of TFM23-001 (the “Property”), described in Exhibit “A”; as a donation to the district for public use and benefit; and

WHEREAS, the Nevada County Consolidated Fire District Board of Directors has reviewed the proposed donation, determined that the acquisition of the Property is in the public interest, and desires to formally accept the donation of real property and authorize the execution and recordation of the Certificate of Acceptance, Exhibit “B”.

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

SECTION 1. Environmental Review. The Nevada County Consolidated Fire District Board of Directors finds that the acceptance of this land donation is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15061(b)(3)(the Common Sense Exemption) because the action consists solely of a transfer of property ownership and does not authorize or commit the district to any physical development or construction. Future development on the property will undergo separate CEQA review prior to approval of construction.

SECTION 2. Acceptance of Real Property. Pursuant to Government Code Section 27281, the district hereby formally accepts the donation of the Property from the Donor.

SECTION 3. Authorization to Execute Certificate of Acceptance. The Fire Chief or their designee is hereby authorized and directed to execute a Certificate of Acceptance, in substantially the form attached hereto as Exhibit “B”, and to cause the Grant Deed and the Certificate of Acceptance be recorded in the Official Records of the County of Nevada, California.

SECTION 4. Effective Date. This shall take place immediately upon adoption.



Nevada County Consolidated Fire District

Resolution 26-32

ACCEPTANCE OF DONATED REAL PROPERTY AND AUTHORIZING THE DESIGNATING
AGENT OF THE DISTRICT TO SIGN THE CERTIFICATION OF ACCEPTANCE OF REAL PROPERTY
PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 27281

ON A MOTION by Director_____, seconded by Director_____, this
Resolution was passed and adopted on the 30th day of October, 2026 by the following vote:

Ayes:

Noes:

Absent:

Abstain:

Keith Grueneberg, President of the Board
Nevada County Consolidated Fire District

Attest:

Tricia Bush, Secretary of the Board



Nevada County Consolidated Fire District

640 Coyote Street, Nevada City, CA 95959

(530) 265-4431 FAX (530) 265-4438

nccfire@nccfire.com • www.nccfire.com

CERTIFICATE OF ACCEPTANCE

This is to certify that the interest in real property conveyed by Grant Deed from John Paul Paye, as Trustee of the John Paul Paye Revocable Living Trust dated December 23, 2025 and Mark H. Paye, as Trustee of the Mark H. Paye and Wendy J. Paye Revocable Trust, u/a dated August 29, 2024, two Revocable Living Trusts ("Grantor"), to the Nevada County Consolidated Fire District, a California public entity ("Grantee"), is hereby accepted by the undersigned officer on behalf of the Grantee pursuant to the authority conferred by Resolution 26-32, adopted by the Nevada County Consolidated Fire District Board of Directors on October 30, 2026.

The Grantee hereby consents to the recordation of said Grant Deed in the Official Records of the County of Nevada, State of California.

Dated: October 30, 2026

GRANTEE

NEVADA COUNTY CONSOLIDATED FIRE DISTRICT

A California Public Entity

By: _____
Jason Robitaille
Fire Chief

ATTEST:

By: _____
Tricia Bush
Secretary to the Board



Nevada County Consolidated Fire District

Resolution 26-33

ACCEPTING THE PROPOSAL FOR INCREASING THE BENEFIT ASSESSMENT PURSUANT TO THE REQUEST FOR PROPOSALS OPENED SEPTEMBER 25, 2026, APPROVING THE AGREEMENT, AUTHORIZING A DESIGNEE TO SIGN THE AGREEMENT AND AUTHORIZING A BUDGET AMENDMENT AND TRANSFER TO COVER THE COSTS.

WHEREAS, the Nevada County Consolidated Fire District (“District”) required professional services for a public-finance consultant and assessment engineer services to increase the benefit assessment; and

WHEREAS, a Staff Report outlining the need for a funding increase was presented to the Nevada County Consolidated Fire District Board of Directors at the July 22, 2026 and is attached hereto as Exhibit “A”; and

WHEREAS, Staff prepared and formally issued a Request for Proposal (“RFP”) on August 28, 2026, detailing the project specifications and criteria, which is attached as Exhibit “B”; and

WHEREAS, in response to the RFP, the district received two proposals, attached as Exhibit “C”; and

WHEREAS, after a review of submitted proposals by the Fire Chief, it was determined that Willdan Financial Services (the “Contractor”) submitted the lowest responsible bid; and

WHEREAS, the current adopted budget for fiscal year 2026/2027 does not contain this projects expenditure and a transfer of funds is needed to complete this contract.; and

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

SECTION 1. Acceptance and Award to the Lowest Responsible Bidder.

The Nevada County Consolidated Fire District Board of Directors hereby accepts the RFP response and awards the contract for a public-finance consultant and assessment engineer for the services of increasing the benefit assessment, Willdan Financial Services, as the lowest responsible bidder, in the amount not to exceed \$50,000.00.

SECTION 2. Approval of Proposal.

The Fire Chief or their designee is authorized to sign and execute all documents for the proposal.

SECTION 4. Authorization of Budget Amendment and Fund Transfer.

Staff are directed to adjust the fiscal year 2026/2027 budget and transfer funds between as outlined below to cover the costs of this proposal:

From Fund 723 (Contingency) in the amount of: \$50,000.00

To Fund 722 (Operating), Account 7561, Consultants in the amount of: \$50,000.00



Nevada County Consolidated Fire District

Resolution 26-33

ACCEPTING THE PROPOSAL FOR INCREASING THE BENEFIT ASSESSMENT PURSUANT TO THE REQUEST FOR PROPOSALS OPENED SEPTEMBER 25, 2026, APPROVING THE AGREEMENT, AUTHORIZING A DESIGNEE TO SIGN THE AGREEMENT AND AUTHORIZING A BUDGET AMENDMENT AND TRANSFER TO COVER THE COSTS.

ON A MOTION by Director _____, seconded by Director _____, this Resolution was passed and adopted on the 30th day of October, 2026 by the following vote:

Ayes:
Noes:
Absent:
Abstain:

Keith Grueneberg, President of the Board
Nevada County Consolidated Fire District

Attest:

Tricia Bush, Secretary of the Board



Nevada County Consolidated Fire District

640 Coyote Street, Nevada City, CA 95959

(530) 265-4431 FAX (530) 265-4438

nccfire@nccfire.com • www.nccfire.com

To: Board of Directors
From: Jason Robitaille, Fire Chief
Date: July 15, 2026
Re: A Proposed Benefit Assessment Increase to Enhance Emergency Response Services and Long-Term Financial Sustainability

Background:

The Nevada County Consolidated Fire District's mission is to *provide the highest level of emergency services to our community by valuing our members, promoting positive leadership, and dedicating ourselves to excellence.*

As Fire Chief, it is my responsibility to ensure the District has the personnel, equipment, facilities, and financial resources necessary to fulfill that mission while planning for the future needs of our community.

Over the past several years, the District has made significant progress in strengthening its financial position and improving operational efficiency. These accomplishments include:

- The sale of surplus Fire Station 83, eliminating ongoing maintenance costs while generating revenue for future capital improvements.
- Securing Congressional Directed Spending for the purchase of a new Medium Rescue, significantly enhancing the District's technical rescue capabilities.
- Anticipated federal funding for an Inclement Winter Response Program, allowing the District to better prepare for severe winter weather emergencies.
- Positioning the District to receive a potential Community Project Funding award for the construction of a new Station 86, which would replace two aging legacy fire stations with a modern facility strategically located to improve emergency response throughout the service area.
- Consolidating with the Ophir Hill Fire District to help offset operational and administrative redundancies and enhance efficiencies in government.

These accomplishments demonstrate the District's commitment to leveraging outside funding and maximizing existing resources. However, grant funding and one-time revenues cannot address the ongoing operational costs associated with providing additional staffing for critical emergency services.

Current Service Challenges:

The District currently staffs its frontline engines with two firefighters. While this staffing model has allowed the District to continue providing service despite financial limitations, it falls below nationally recognized best practices for effective and safe emergency response.

Increasing daily engine staffing from two personnel to three personnel would provide significant operational benefits, including:

- Improved firefighter safety.
- Faster deployment of fire attack, search, ventilation, and rescue operations.
- Increased effectiveness during medical emergencies and vehicle accidents.
- Reduced dependence on mutual aid resources for routine incidents.
- Enhanced ability to maintain operational readiness while meeting increasing call volume.
- Increase resource depth and capacity during large scale incidents.
- Specialized rescue units will no longer be crossed-staffed.
- Increase Prevention and Investigation staffing.

Every additional firefighter placed on an engine directly improves both firefighter safety and the level of service provided to our residents.

Dedicated Technical Rescue Program:

Nevada County Consolidated Fire District has become a regional leader in technical rescue operations. District personnel possess advanced certifications and routinely respond to highly specialized incidents including:

- Helicopter Rescue Team (HRT)
- Swift Water Rescue
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue

These incidents require highly trained personnel who can respond immediately with specialized equipment.

Staffing a dedicated rescue unit daily with two qualified rescue technicians would significantly improve the District's ability to respond to complex technical rescue incidents while maintaining engine company availability for fire and EMS responses. This model would increase operational readiness, reduce response times for specialized emergencies, and strengthen regional mutual aid capabilities.

Financial Considerations:

Despite the District's efforts to improve efficiency and aggressively pursue outside funding, long-term financial challenges remain.

Inflation, increasing personnel costs, equipment replacement expenses, facility maintenance, and emergency service demands continue to outpace existing revenue growth.

Additionally, Nevada County has declined to modify the existing property tax sharing agreement as recommended in the County's most recent Municipal Service Review (MSR). The recommended adjustments would have provided additional long-term revenue necessary to support emergency services throughout the region.

Without meaningful changes to the District's ongoing revenue stream, the District will face increasing challenges in maintaining current service levels, much less expanding services necessary to meet community expectations.

Benefit Assessment Consideration:

To continue providing high-quality emergency services while preparing for future growth, staff is seeking Board support to begin the process of evaluating a benefit assessment increase for voter consideration.

Additional locally controlled funding would allow the District to:

- Increase frontline engine staffing from two to three firefighters.
- Staff a dedicated technical rescue company with two rescue technicians daily.
- Improve firefighter and public safety.
- Maintain reliable emergency response during periods of increased demand.
- Replace aging apparatus and equipment.
- Maintain and modernize District facilities.
- Improve recruitment and retention of qualified personnel.
- Reduce long-term reliance on grants and one-time funding sources.
- Continue providing exceptional emergency services to District residents.

Every dollar generated through a local benefit assessment would remain within the local control of the Fire District and be dedicated solely to improving emergency services for our community.

Conclusion:

The Nevada County Consolidated Fire District has demonstrated responsible financial stewardship by pursuing grants, improving operational efficiencies, generating new revenue opportunities, and investing in regional partnerships. While these efforts have strengthened the organization, they are not sufficient to address the long-term operational needs of the District.

As Fire Chief, I have an obligation to ensure that our firefighters have the staffing, equipment, and facilities necessary to safely and effectively protect the lives and property of our residents.

I respectfully request the Board's support in exploring a benefit assessment increase that would provide the sustainable local funding necessary to improve staffing, enhance specialized rescue capabilities, modernize our infrastructure, and ensure the District remains capable of meeting the growing demands placed upon it for decades to come.

Fiscal Impact:

No immediate fiscal impact is associated with this discussion item. Should the Board provide direction, staff will return with detailed financial analyses, public outreach plan, legal requirements, and proposed timelines associated with a potential benefit assessment measure.

Board Motion:

Receive the report, discuss the District's long-term service needs, and provide direction to staff regarding the preparation of a benefit assessment proposal for future Board consideration.

REQUEST FOR PROPOSALS (RFP) SCOPE OF WORK

Public-Finance Consultant and Assessment Engineer Services

Nevada County Consolidated Fire District – Fire Services Funding Measure

1. INTRODUCTION

The Nevada County Consolidated Fire District (NCCFD or District) is soliciting proposals from qualified public-finance consultants and assessment engineers to assist the District with the evaluation, development, and implementation of a sustainable funding measure for NCCFD. Funding is needed to expand the Department of Fire Prevention, increase full-time year-round 3-0 staffing to improve medical, rescue, and wildfire response capacity in the County designated as Very High Fire Hazard Severity Zone.

The District is evaluating the feasibility of an increase to the current Fire Suppression Benefit Assessment requiring mailed-ballot approval under California Proposition 218. The consultant will conduct all necessary fiscal analysis, public finance planning, engineering analysis, and procedural work; prepare the full Engineer's Report; and support the District throughout the approval process.

2. SCOPE OF WORK

The consultant shall provide all labor, materials, data analysis, engineering services, parcel research, and professional support necessary to deliver a comprehensive Proposition 218-compliant funding measure. The scope includes, but is not limited to, the following tasks.

Task 1 — Project Initiation and Data Collection

1. Meet with District staff to confirm goals, constraints, budget needs, timelines, and stakeholder characteristics (including the District's absentee ownership and resident population).
2. Collect and review all relevant financial, operational, property ownership data, and service-level documents, including fire district budgets, master plan, equipment replacement schedules, staffing needs, and long-term wildfire vulnerability.
3. Obtain and validate the District's parcel databases, assessor rolls, zoning data, land-use information, and GIS layers.

4. Collect and analyze data relevant to quantifying the special benefits conferred on property by the continued existence and geographic positioning of the NCCFD. This shall include but is not limited to:

a. **Insurance Market Data** – Obtain data on the cost, availability, and underwriting limitations of fire insurance for parcels in and around the NCCFD service area, including comparisons with areas of similar fire hazard that lack proximate 24/7 fire staffing.

b. **Emergency Response Time Data** – Compile historical incident response times for NCCFD and compare them with projected response times from the next closest fire station(s) should the NCCFD station be unstaffed or closed.

c. **Risk and Loss Avoidance Analysis** – Identify the degree to which NCCFD’s centrally located and fully staffed fire district provides *parcel-level special benefits*, including, as applicable:

- Reduced potential for total loss due to wildfire or structure fire through faster initial attack;
- Increased probability of confining structure fires to the room or area of origin;
- Improved life-safety outcomes in medical emergencies, including cardiac arrest, overdoses, and traumatic injuries;
- Reduced insurance costs or improved insurability attributable to proximity to a staffed fire station;
- Reduced residential and commercial rental property vacancy rates;
- Sustaining property values;
- Maintaining Insurance Services Office (ISO) Ratings adequate to access grant funds

d. **Comparison with Non-NCCFD Areas Lacking Local Fire Protection** – Evaluate and document the differences in risk exposure, response times, and insurability for properties outside NCCFD’s jurisdiction where response times are significantly longer because no local fire agency exists.

The consultant shall integrate these findings into the fiscal analysis and, where appropriate and legally supportable, incorporate them into the Engineer’s Report special benefit analysis to strengthen the justification for benefit apportionment and defensible assessment methodology.

Task 2 — Fire Services Fiscal Analysis

1. Develop a long-range financial model estimating costs for current and enhanced fire-service levels (5-, 10-, and 15-year projections).
 2. Identify revenue gaps, cost drivers and factors affecting call volume.
 3. Determine required annual funding under various service-level scenarios.
 4. Present findings to staff and Board in clear, graphically supported formats.
-

Task 3 — Funding Measure Design & Rate Methodology Development

1. Evaluate alternative funding structures (e.g., benefit assessment, special tax) and provide a comparative analysis.
 2. For the preferred structure, develop basis and apportionment methodology consistent with Proposition 218.
 3. Recommend rate structure options (e.g., per-parcel, per-single family dwelling (SFD) equivalent, acreage tiers, land-use factors, population loading, improvements factors) that ensure legal defensibility and equity.
 4. Provide draft rate schedule scenarios with projected revenue.
 5. Advise on exemption categories, appeals processes, and the treatment of nonstandard parcels.
-

Task 4 — Preparation of the Full Engineer's Report (Draft and Final)

The consultant shall prepare a **complete, legally compliant Engineer's Report**, including:

1. Executive summary and purpose of the assessment/special tax
2. Description of fire protection services and improvements
3. Special benefit findings (if assessment)
4. Detailed cost estimates and revenue requirements
5. Benefit/rate apportionment methodology
6. Parcel database and assessment roll
7. Maps, exhibits, land-use classifications
8. Calculation of proposed charges for every parcel

9. Compliance statements with Proposition 218, Government Code, and case law
10. A fully formatted, adoption-ready Engineer's Report

Draft and final reports must be provided. The consultant will revise the draft based on staff and legal review.

Task 5 — Public Engagement Support

1. Prepare Board presentation materials (PowerPoint, graphics, infographics).
 2. Participate in public workshops, community meetings, and stakeholder briefings (anticipated 2–4 meetings).
 3. Provide talking points, FAQs, and website content for District use.
 4. Support the District's communications regarding wildfire risk and service impacts.
 5. Public-opinion research and/or polling.
-

Task 6 — Proposition 218 Proceedings and Balloting Support

1. Prepare materials for the adoption process, including:
 - Notice of Public Hearing
 - Ballot forms
 - Tabulation instructions
 - Required resolutions
 2. Attend the public hearing(s) and provide expert testimony.
 3. Update the Engineer's Report, if required, following the hearing.
 4. Print and Mail Notices and Ballots
 5. Ballot Tabulation
-

Task 7 — Project Management and Deliverables

1. Provide a project schedule keyed to the District's need for revenue by FY 27/28.
2. Participate in biweekly check-ins with staff.

3. Provide all deliverables in electronic editable formats (Word, Excel, GIS shapefiles, PDF).
 4. Attend up to four Board meetings (in person or remote).
-

3. PROPOSAL CONTENT REQUIREMENTS

- Cover letter
 - Project understanding and approach
 - Detailed scope of work & schedule
 - Firm qualifications
 - Assessment-engineer qualifications (must be licensed in California)
 - Project team bios and résumés
 - Examples of at least 3–5 relevant fire-service funding measures
 - Cost proposal (itemized, not-to-exceed)
-

4. TENTATIVE SCHEDULE

- RFP release: August 28, 2026
- Proposals due: September 25, 2026
- Board approval of contract: TBD – may need a special meeting
- Project start: December 1, 2026
- Draft Engineer's Report: TBD
- Final Engineer's Report: TBD
- Board Resolution of Intention: TBD
- 45-Day Mailed Notice: TBD
- Public Hearing and Assessment Ballot Tabulation: TBD

NEVADA COUNTY CONSOLIDATED FIRE DISTRICT CALIFORNIA

Proposal for

Increase to Current Special Benefit Assessment





Cover Letter

September 25, 2026

Ms. Nicole Long
Administrative Services Manager
Nevada County Consolidated Fire District
640 Coyote Street
Nevada City CA 95959

Re: *Proposal to Provide Public-Finance Consultant and Assessment Engineer Services to the Nevada County Consolidated Fire District*

Dear Nicole:

The following proposal outlines Willdan Financial Services' ("Willdan") qualifications and approach to assist the Nevada County Consolidated Fire District ("NCC Fire" or "District") with **Public Finance and Assessment Engineering Services** in support of the District's Fire Services Funding Measure. Willdan understands the District is evaluating sustainable funding alternatives, including a potential increase to the existing Fire Suppression Benefit Assessment, to support expanded fire prevention services and enhanced staffing for medical, rescue, and wildfire response.

Willdan's team includes leading experts in public finance, the formation, administration, and re-engineering of special districts, and Proposition 218 assessment proceedings, supported by advanced special district administration software and a depth of resources and customer service unmatched in the industry. The following are a few examples that make us uniquely equipped to assist NCC Fire with this important effort.

Depth of Experience — Willdan has significant experience with the formation and administration of assessment districts, Community Facilities Districts, special taxes, and other public finance mechanisms for agencies throughout California. We have prepared Engineer's Reports for more than 800 separate assessment districts for local governments in California, including Business Improvement Districts, Landscaping and Lighting Districts, and assessment districts formed to finance infrastructure and public services. **Recent assessment engineering, re-engineering, and/or formation clients include the McKinleyville Community Services District and the Cities of Paso Robles, Santa Clarita, Tehachapi, and Yorba Linda, while our fire-related administrative experience includes Higgins FPD, Ophir Hill FPD, Penn Valley FPD and San Diego County Fire.** For each of these clients, Willdan conducted research; developed budgets and funding models; evaluated improvements and services; assisted with notice, ballot, and tabulation processes; prepared property databases, benefit assessment methodologies, and Engineer's Reports; and coordinated with appropriate third parties, including legal counsel. Furthermore, through our administration of special districts over the past 36 years, we have gained invaluable insight that helps us develop and implement sustainable funding strategies while anticipating future administrative considerations.

Proposition 218 Defensibility — Since the passage of Proposition 218, greater focus has been placed on benefit assessment methodologies, specifically the identification and quantification of special versus general benefit and the proportional allocation of assessments. Willdan has prepared hundreds of levy reports implementing assessment methodologies tailored to the specific attributes of individual districts and services. As such, we understand our clients' concerns regarding the technical and legal defensibility of assessments and have decades of experience developing and implementing appropriate assessment strategies. Our experience with Proposition 218, public finance planning, and assessment engineering will provide NCC Fire with a strong technical foundation as it evaluates its available funding alternatives and determines the appropriate path forward.

We are excited about this opportunity to continue to serve the NCC Fire. If you wish to discuss any aspect of this proposal, please contact Principal Consultant Mike Medve at (951) 587-3575 or via email at mmedve@willdan.com.

Sincerely,

WILLDAN FINANCIAL SERVICES

Chris Fisher, Vice President / Director

Table of Contents

Cover Letter	i
Project Understanding and Approach	2
Project Understanding	2
Scope of Work and Schedule	3
Phase I: Benefit Assessment Analysis	3
Phase II: Ballot Proceedings	6
Phase III: Public Engagement Support	8
Client Responsibilities	9
Project Disclaimer	9
Firm Qualifications	10
Firm Profile	10
Willdan Financial Services	10
Unique Experience, Resources, and Capabilities	11
Special District Experience	11
Resources and Capabilities	11
Project Team	13
Key Staff	13
Staff Continuity	13
Resumes	13
Chris Fisher	14
Mike Medve	16
Tyler Green	18
Tyrone Peter, PE	19
References	20
Similar Studies	20
Cost Proposal	21
Notes	21
Hourly Rates	21

Project Understanding and Approach

Project Understanding

The District wishes to evaluate sustainable funding alternatives to support current and enhanced fire services, including expansion of the Department of Fire Prevention and increased full-time, year-round staffing to improve medical, rescue, and wildfire response capacity. As part of this effort, the District is evaluating the feasibility of increasing its existing Fire Suppression Benefit Assessment through a Proposition 218 mailed-ballot proceeding. The goal of this engagement is to identify and quantify current and future service levels and associated costs, evaluate available funding alternatives, and develop an appropriate and legally defensible funding structure to address the District's long-term financial needs.

To ensure that any proposed funding measure is appropriately structured and implemented, the District requires a careful evaluation of the services and activities to be funded, the revenues necessary to support those services, and the special benefits provided to affected properties. Willdan will work with NCC Fire to evaluate the appropriate funding structure and, if an increased benefit assessment is pursued, develop an assessment methodology consistent with California Government Code Section 50078, Article XIII D of the California Constitution (Proposition 218), current case law, and related legislative authority. ***This evaluation may include:***

- Evaluation of alternative funding structures, including a benefit assessment and special tax;
- Addition of estimated costs for new or enhanced services;
- Identification of cost allocations, including the identification and quantification of general benefit and services funded or potentially funded by other revenue sources;
- Redistribution of costs and updates to the method of apportionment, if necessary;
- Long-term cost recovery and inflationary adjustments;
- Expanded documentation of services, costs, and special benefits; and
- Proposition 218 balloting for increased assessments, if directed by the District.

Since the establishment of the Fire Suppression Benefit Assessment 2004-1, several notable court decisions have affected how assessments are structured, particularly with respect to the identification and quantification of general benefit. Along with the provisions of Proposition 218, these decisions must be carefully considered when establishing any new or increased assessment. The requirement to demonstrate a "special" benefit that is distinct from "general" benefit has placed greater emphasis on supporting and documenting the benefit nexus and proportionality of assessments. As a result, identifying and quantifying special and general benefits has become an increasingly important component of a defensible Engineer's Report. Willdan has the experience and knowledge necessary to address these requirements in developing the proposed assessment methodology.

In the role of public finance consultant, Assessment Engineer, and/or Special Tax Consultant, Willdan is frequently engaged to evaluate proposed services and funding requirements, identify the financing mechanism best suited to an agency's objectives, and develop legally defensible methodologies for implementation. Willdan brings more than 35 years of experience with the formation, re-engineering, and administration of special financing districts. Having conducted benefit assessment and funding analyses for numerous California public agencies, we understand both the technical requirements and the policy decisions necessary to move from initial funding evaluation through implementation.

Willdan's approach will begin with an evaluation of the District's existing and proposed services, long-term funding requirements, available revenue sources, and potential funding alternatives. We will identify costs that may appropriately be supported through special benefit assessments, distinguish general benefit obligations, evaluate potential assessment methodologies and rates, and present the District with clear funding options for consideration. These findings will be summarized in a Technical Memorandum outlining our analysis, recommendations, cost distribution options, and potential assessment amounts. Based on Board direction, Willdan will then assist the District with the appropriate next steps to implement the selected funding measure.

Scope of Work and Schedule

The following outlines Willdan's proposed scope of services to assist NCC Fire with the evaluation, development, and implementation of a sustainable fire services funding measure. The scope includes the public finance analysis, assessment engineering, Proposition 218 proceedings, and related professional support necessary to evaluate the District's funding alternatives and, if directed, implement an increased Fire Suppression Benefit Assessment.

Willdan will work closely with the District throughout the engagement to refine the scope and project schedule, as necessary, based on available information, District direction, and key implementation milestones. The project schedule will be coordinated with the District's goal of generating additional revenue beginning in Fiscal Year 2027/28.

Phase I: Benefit Assessment Analysis

Task 1: Project Kick-off Meeting	
Objective:	The primary objective of this task is to establish effective lines of communication and identify additional documents or information that the District will need to provide specific to this project.
Description:	We propose to kick-off the project by holding a meeting, either in-person or via videoconference, to discuss the various elements of the project and fully develop the overall strategy and course of action to address the needs of the District. This meeting should include all NCC Fire staff members that will be directly involved in the project. This meeting will likely include specific discussions of the District's priorities, legal and political considerations, budget information, and availability and access to pertinent documentation and improvement information. This call will also serve to identify any specific issues or special circumstances associated with the existing district. The meeting will also confirm the District's goals, constraints, budget needs, project timeline, and stakeholder characteristics, including absentee ownership and resident population, and identify available financial, operational, service-level, and planning documents necessary for the analysis.
Meetings:	One (1) kick-off meeting with NCC Fire staff, venue to be determined.
Deliverables:	A project timeline (schedule of events) will be prepared and provided to NCC Fire, with consideration of the District's goal of implementing additional revenue beginning in Fiscal Year 2027/28.
Task 2: Update the Parcel Database	
Objective:	Update the parcel database for the district.
Description:	Using the latest parcel information from the current County Assessor's Office secured roll, NCC Fire's current assessment data files, zoning and land-use information, available GIS layers, and available third-party data sources, Willdan will update the district assessment database, as needed, which is currently utilized for annual administration of the FSBA. This database will ultimately contain all benefiting properties within the District and will identify each parcel's specific land use; related property characteristics used in the current method of apportionment; current assessment amounts; other property characteristics that may be applied in any modified method of apportionment (i.e. acreage, units, etc.); assigned/modified benefit units; proposed new/increased assessments; and property ownership mailing information (owner name(s) and mailing address). Available parcel, assessor, zoning, land-use, and GIS information will be reviewed and validated, as appropriate, for use in the assessment analysis. This base data will serve as the master database for the increased assessments to be documented in the Engineer's Report. The information contained in this database will be enhanced and updated, as needed, through parcel research and specific information provided by the District and will be utilized as the basis for the mailing of any future informational pieces and/or notices and ballots.
Deliverables:	Willdan: Once the working assessment data file is finalized and relevant property owner information is updated, an electronic file and related diagram(s) identifying an overview of the location and extent of the services will be provided to NCC Fire upon request.
Task 3: Evaluate Assessment Methodology (Benefits/Improvements)	
Objective:	Review the existing assessment documentation, cost estimates for the additional services, improvements, and specifications for the district.

Evaluate various factors that must be considered for compliance and application of special/general benefit and identify potential changes to the current district structure and/or method of apportionment.

Description: Utilizing available budget information and cost estimates for new services and other supporting documentation and information developed in previous tasks and provided by NCC Fire, we will assemble the benefit analysis. The relationship between service level and the properties within the district is key to establishing proportional benefits as well as any benefits that may be attributable to other properties or the public at large (general benefits). As part of this analysis, Willdan will collect and evaluate available data relevant to quantifying the special benefits conferred upon property by NCC Fire services, including fire insurance cost, availability, and underwriting limitations; historical and comparative emergency response times; risk and loss avoidance associated with timely fire and emergency response; potential impacts on insurability, property values, rental vacancy, and ISO ratings; and, where appropriate, comparison with similarly situated areas lacking proximate local fire protection. These findings will be incorporated into the special benefit analysis where appropriate and legally supportable.

With the inclusion of the proposed new or enhanced fire services we will re-examine the overall district structure, method of apportionment, and parcels being assessed to identify any benefit issue and potential modifications that will continue to ensure a defensible benefit nexus. This review will help integrate the new services into the current district structure and/or method of apportionment and provide the District with a set of recommendations and/or options for increasing the current assessment. While a more comprehensive analysis and full development of a revised methodology and assessments may be necessary before NCC Fire implements any significant changes in order to pursue increased assessments, this initial analysis will bring to light key areas of concern for further discussion and implementation.

Deliverables: A summary of our findings, recommendations and conclusions from our review and analysis in this task will be incorporated into the Technical Memorandum, see Task 6.

Task 4: Develop Proposed Budget and Assessments

Objective: Prepare comprehensive annual budget for the district to achieve maximum cost-to-benefit equity for each of the properties, as well as ensure the long-term financial stability of the fire services.

Description: Work with NCC Fire staff to develop appropriate and comprehensive annual budgets for the fire suppression services – both existing and new. The budgets will be developed utilizing NCC Fire's current budget information and Willdan's budget modeling software that utilizes standard per unit costs for calculating annual and long-term service costs. The financial analysis will include 5, 10, and 15-year projections for current and enhanced fire-service levels and will identify projected revenue gaps, key cost drivers, factors affecting call volume, and annual funding requirements under alternative service-level scenarios. The development of the budgets will incorporate specific cost estimates provided by the District, including:

- Fire suppression services;
- Administrative services related to fire suppression;
- Dispatch and support services related to fire suppression;
- Maintenance of facilities and equipment related to fire suppression; and
- Further expenditures that can be identified as related to fire suppression activities.

The proposed budgets prepared will be comprehensive and identify the full cost of providing and maintaining the improvements. In addition to establishing the assessment revenues needed for full special benefit cost recovery, the budgets will also identify available fund balances, and costs considered to be of general benefit versus NCC Fire subsidies, as well as funding needs that may not be currently addressed or funded. The goal of these budgets is to accurately depict the true funding requirements to provide services and demonstrate the full extent of NCC Fire's funding obligation (general benefit), the need and amount of the increased assessments that would be required to address the revenue shortfall. Finally, if necessary, the budget will address any/or potential reductions in levels of service or NCC Fire subsidies, if the proposed assessments are not approved.

Key findings will be presented in clear tabular and graphical formats for review by NCC Fire staff and the Board.

Deliverables: The updated budgets will be incorporated into the Technical Memorandum prepared as part of Task 6.

Task 5: Develop Funding Models for Revised Assessments

Objective: Develop an assessment methodology model and identify resulting potential assessments and key issues for consideration.

Description: Willdan will evaluate alternative funding structures, including the existing benefit assessment mechanism and a potential special tax, and provide a comparative analysis of the available alternatives. In order to quantify the best options for implementing potential changes to the district and assessments, it will be necessary to identify potential issues (legislative and benefit) and modifications to the current assessment methodology and assessment rates that need to be implemented to be consistent with the California Constitution and current case law.

Utilizing the diagrams, and benefit evaluation addressed in the previous tasks, Willdan will review and develop an appropriate assessment methodology model for the district, which will be discussed with the District, as well as recommend changes that affect the assessments. The goal of this evaluation and assessment modeling is to identify:

- An overall sense of NCC Fire's proportional general benefit obligation for the various improvements and services;
- Potential rate structures, which may include per-parcel, single-family dwelling equivalent, acreage, land-use, population, and improvement factors, as appropriate;
- Draft rate scenarios and resulting projected revenues; and
- Potential exemption categories, assessment appeal procedures, and treatment of nonstandard parcels.
- Appropriate factors for special benefit allocation; and
- The net change in the assessment per benefit unit that results from the addition of new services.

Meetings: One (1) conference call to discuss these preliminary findings and recommendations.

Deliverables: A summary of our findings, recommendations and conclusions from our review and analysis in this task will be incorporated into the Technical Memorandum, prepared as part of Task 6.

Task 6: Prepare Technical Memorandum

Objective: Provide NCC Fire with a memorandum summarizing the benefit assessment analysis and budget model. We will outline the options to NCC Fire so that they are comfortable with the recommendations and can make an informed decision regarding next steps.

Description: Prepare and provide the District with a memorandum summarizing our findings and the results of the previous tasks. The goal of this memorandum is to provide NCCFD with both recommendations and the facts associated with potential fire-services funding alternatives and the proposed assessment increase. While this document will focus a great deal on assessment factors for the district that are necessary to ensure that the increased assessments comply with the special and general benefit provisions emphasized in notable court decisions, it will also address alternative approaches and recommendations to limit NCC Fire's financial obligation associated with the improvements. In addition, the document will summarize the long-range funding requirements, anticipated revenues, funding alternatives, proposed assessment methodology, and potential rate scenarios developed as part of this project.

The document will also provide or may provide:

- Background information and/or a summary analysis of the proposed assessment increase;
- An overview of the Proposition 218 process for increased assessments; and
- An overview of the process and timing requirements for implementing the increased assessments.

Meetings: One strategy meeting, either in-person or via videoconference, with NCC Fire staff to discuss and finalize the findings and recommendations outlined in the Technical Memorandum.

Deliverables: Technical memorandum summarizing and identifying the various findings and recommendations that are deemed appropriate or necessary in order to identify the next steps associated with this project.

Phase II: Ballot Proceedings

Task 7: Prepare Engineer's Report

Objective: Prepare the Engineer's Report to support a ballot measure for increased assessments based upon work completed in prior tasks that meets the goals and objectives of NCC Fire.

Description: Based on findings and results from Phase I, prepare an Engineer's Report that integrates the budget for the services to be funded by the district, the method of apportionment and benefit analysis, and assessment roll data. The Report, prepared under the requirements of the applicable legislative statute and in compliance with the California Constitution, will be the basis for assessment ballots and notices to be mailed to the property owner(s).

The Engineer's Report will contain the following:

- A comprehensive description of improvements and services to be provided;
- Executive summary and purpose of the proposed assessment;
- Special benefit findings and detailed revenue requirements;
- Maps, exhibits, and applicable land-use classifications;
- Calculation of the proposed assessment for each affected parcel;
- Applicable compliance findings related to Proposition 218, Government Code requirements, and current case law.
- Description of the district and/or zones and the parcels therein subject to the benefit assessment;
- The amount of the proposed assessment (budget showing the costs and expenses of services including administrative costs and incidentals);
- The basis and schedule of the assessment (method of apportionment, benefit analysis, cost of living increase language, Consumer Price Index (CPI) and assessment range formula);
- Assessment diagrams; and
- Proposed assessment roll for upcoming fiscal year (maximum assessments to be balloted).

Deliverables: One (1) draft Engineer's Report will be provided for review by NCC Fire staff and legal counsel. Based on comments received, Willdan will prepare a final, fully formatted, adoption-ready Engineer's Report for consideration by the NCC Fire Board.

Task 8: Draft Resolutions

Objective: Prepare drafts of the necessary resolutions required for the assessment engineering of the district.

Description: Draft the necessary resolutions for the NCC Fire Board meeting utilizing NCC Fire formats. It is anticipated that the following resolutions will be necessary.

Intent Meeting (two [2] resolutions):

- Resolution Initiating Proceeding; and
- Resolution of Intention (preliminarily approves the proposed assessments outlined in the Engineer's Report(s); sets the Public Hearing date; and calls for mailed ballots).

Public Hearing (three [3] resolutions):

- Resolution declaring results of the balloting;
- Resolution approving the Engineer's Report; and
- Resolution confirming the assessments and ordering the levy and collection of assessments.

Deliverables: A total of five (5) Resolutions will be required for the District's Board's approval. The first two are for the initial NCC Fire Board meeting. The second three are for the Public Hearing. Draft Resolutions will be delivered to NCC Fire staff for review and comment prior to final versions being prepared and delivered for the Board agendas.

Task 9: Attend NCC Fire Board Intent Meeting

- Objective:** Attend the initial NCC Fire Board meeting.
- Description:** Attend the initial NCC Fire Board meeting to be available to answer questions regarding the Engineer's Report and relating to the adoption of the resolution(s) necessary to initiate the proceedings.
- Meetings:** One (1) NCC Fire Board meeting initiating the assessment engineering process and calling for the Public Hearing.

Task 10: Prepare Notice and Ballot

- Objective:** Prepare the necessary notice for the Public Hearing and the assessment ballot, in compliance with Proposition 218.
- Description:** Prepare the required notice for the Public Hearing and the assessment ballot to be mailed to property owners. Draft copies will be sent to NCC Fire Board and NCC Fire legal counsel for review and comment prior to finalization of the documents. Willdan will also prepare appropriate ballot tabulation instructions for use in administering the Proposition 218 proceedings.
- The notice and ballot will be tailored to specifically address the assessments per individual proposed parcel.
- Deliverables:** The draft notice and ballot will be delivered to District staff for review and comment prior to final versions prepared for mailing.

Task 11: Print and Mail Notice and Ballot

- Objective:** Print and mail the approved notice and ballot.
- Description:** Upon adoption of the first two resolutions during the Intent Meeting, print and assemble the notice and ballot for mailing. The notice and ballot will be double sided, to save on printing and postage costs. A return #9 envelope will be included for the property owner to mail back the assessment ballot to the District Clerk. Return postage will not be included.
- The notice and ballot will be delivered via first class mail. The ballot will contain instructions to return directly to the District Clerk and not to be opened until the close of the Public Hearing. Mailing of the notice and ballot will be done a minimum of 45 days prior to the Public Hearing date as set in the resolutions from Task 9.

Task 12: Public Hearing and Ballot Tabulation

- Objective:** Attend the Public Hearing to provide technical support and expert testimony, as appropriate, answer questions, and assist the NCC Fire Clerk with tabulation of the returned ballots.
- Description:** Attend the Public Hearing to be available to answer questions and to assist the NCC Fire Clerk with tabulation of the returned ballots.
- Upon the close of the Public Hearing, the NCC Fire Clerk will be directed to open the ballots received, and upon completion of the tally, announce the results either at the same Board session or the next regularly scheduled session (depending on the number of ballots to be tabulated).
- The ballots may be opened and tallied by the NCC Fire Clerk with the assistance of the consultant but must be opened and tabulated in a public venue. Ballot results will be tallied in a database that identifies the "yes" votes, "no" votes, and any ballots deemed invalid. Following the hearing, Willdan will update the Engineer's Report, if required, based on the proceedings and final Board direction.
- Meetings:** One (1) NCC Fire Board session for the Public Hearing.
- Deliverables:** Ballot tabulation results.

Phase III: Public Engagement Support

Community outreach and education efforts can involve a variety of mechanisms and tools. Depending on the extent of the proposed assessment changes NCC Fire may wish to implement, a more concentrated outreach effort (that could include radio spots, newspaper releases or enhanced graphic designs for property owner mailings), may be necessary to support public education and informed participation. For the new/increased assessments which would require NCC Fire to retain the services of a public relations firm. If the District chooses not to retain additional public relations assistance, Willdan can at NCC Fire's request assist with coordinating and scheduling of basic public outreach efforts that do not require a public relations firm.

As part of the public engagement effort, Willdan will also assist with Board presentation materials, including PowerPoint presentations, graphics and infographics; talking points, frequently asked questions, and website content; communications regarding wildfire risk and service impacts; and public-opinion research and/or polling, as appropriate. Willdan anticipates participating in approximately two (2) to four (4) public workshops, community meetings, and/or stakeholder briefings over the course of the engagement. Outlined below are services that Willdan can provide for this particular engagement.

Task A: Public Engagement Strategy Meeting

- Objective:** The objective of this discussion is to review and determine which outreach mechanisms and tools are necessary for this assessment engineering project.
- Description:** We propose a meeting to discuss the various public outreach elements necessary to garner support for the proposed new/increased assessments.
- This discussion will also include the development of an overall outreach strategy and course of action.
- Meetings:** One (1) conference call with NCC Fire staff, usually scheduled sometime prior to the Board Intent Meeting.

Task B: Develop and Mail Informational Piece/Property Owner Meeting Invitation

- Objective:** Develop and mail an informational piece that may also serve as an invitation to any scheduled property owner workshops.
- Description:** In cooperation with NCC Fire, Willdan will prepare and mail an Informational Piece/Invitation to each affected property owner as part of an overall education effort. Generally, such mailers are intended to provide property owners with basic information about the district and the new/increased assessment(s) but may also be used to invite affected property owners to one or more scheduled workshops.
- For this engagement we propose a single straightforward informational piece that will convey the significance and reasons for the new/increased assessment in an easy-to-understand format, as well as provide the time and place of any workshops to discuss the proposed assessments. This mailing would likely be a tri-fold format, double-sided, in one (1) color. However, a more elaborate mailer utilizing multi-colors and/or graphics can be created if the District so desires.
- We propose the Informational Piece/Invitation be mailed to property owners after the Intent Meeting but prior to ballots being mailed. If the District desires to schedule property owner workshops, those workshops are often scheduled prior to the ballots being mailed, which will extend the time between the Intent Meeting and Public Hearing.
- Deliverables:** A draft of the Informational Piece/Invitation will be provided to NCC Fire staff for review and comment prior to mailing. Once these documents are finalized; print, process and mail the informational mailer.

Task C: Property Owner Workshops

- Objective:** Provide property owners with background information to assist them in making informed decisions about the new/increased assessments.
- Description:** As needed, attend public workshops, community meetings, and/or stakeholder briefings, as requested, acting as technical support to District staff to answer questions and provide information related to the calculation of the proposed assessment and the improvements they fund; as well as to describe the balloting process.
- Generally, an effective communication tool is to conduct at least one (1) property owner workshop prior to the notices and ballots being mailed.

Client Responsibilities

To assist the Willdan Team, it is anticipated that NCC Fire will provide the following information and/or services:

- Information regarding current and new services and improvements being funded by the existing district, including unit costs, quantities, schedule of services, etc.
- Detailed description of the improvement budget and associated expenditures and revenues specific to the improvements, services and/or facilities, particularly those improvements and facilities that may not be currently funded by a district but could be incorporated. Provide (as needed) pertinent budget information, including estimated maintenance costs, replacement costs, other capital expenditures, NCC Fire overhead, and available funding from other sources that can be used to offset costs.
- Various maps or diagrams (either electronically or in hardcopy) of the existing or potential improvements and facilities.
- Prepare all internal memos, staff reports, and other supporting documents necessary for NCC Fire Board agendas.
- Review the technical memorandum, Engineer's Report, and other documents drafted by Willdan before the final documents are prepared and submitted for the Board packets. This review is usually performed by department staff but may include the NCC Fire's legal counsel. Requested changes shall be submitted to Willdan in writing.

Willdan will rely on the validity and accuracy of the data and documentation received from NCC Fire and/or Nevada County to complete our analysis. We will further rely on the data as being accurate without performing an independent verification of accuracy, and that we will not be responsible for any errors that result from inaccurate data provided by the client or a third party.

Project Disclaimer

Willdan is a registered municipal advisory firm with the U.S. Securities and Exchange Commission ("SEC"), as such the Nevada County Consolidated Fire District ("NCC Fire" or "District") represents, acknowledges, and agrees that Willdan is not acting as a "municipal advisor" (as defined by the SEC), to the Nevada County Consolidated Fire District, in any capacity as it relates to the project proposed in this Assessment Engineering proposal.

- (i) The District uses, or may use, the services of one or more municipal advisors registered with the SEC to advise it in connection with municipal financial products and the issuance of municipal securities;
- (ii) The District is not looking to Willdan to provide, and the District shall not otherwise request or require Willdan to provide any advice or recommendations with respect to municipal financial products or the issuance of municipal securities (including any advice or recommendations with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues);
- (iii) The provisions of this proposal and the services to be provided hereunder as outlined in the scope of services are not intended (and shall not be construed) to constitute or include any municipal advisory services within the meaning of Section 15B of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the rules and regulations adopted thereunder;
- (iv) For the avoidance of doubt and without limiting the foregoing, in connection with any revenue projections, cash-flow analyses, feasibility studies and/or other analyses Willdan may provide the District with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the District, (A) any such projections, studies and analyses shall be based upon assumptions, opinions or views (including, without limitation, any assumptions related to revenue growth) established by the District, in conjunction with such of its municipal, financial, legal and other advisers as it deems appropriate; and (B) under no circumstances shall Willdan be asked to provide, nor shall it provide, any advice or recommendations or subjective assumptions, opinions or views with respect to the actual or proposed structure, terms, timing, pricing or other similar matters with respect to any municipal financial products or municipal securities issuances, including any revisions or amendments thereto; and
- (v) Notwithstanding all of the foregoing, the District recognizes that interpretive guidance regarding municipal advisory activities is currently quite limited and is likely to evolve and develop during the term of the potential engagement and, to that end, the District will work with Willdan throughout the term of the potential Agreement to ensure that the Agreement and the services to be provided by Willdan hereunder, is interpreted by the parties, and if necessary amended, in a manner intended to ensure that the District is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services.

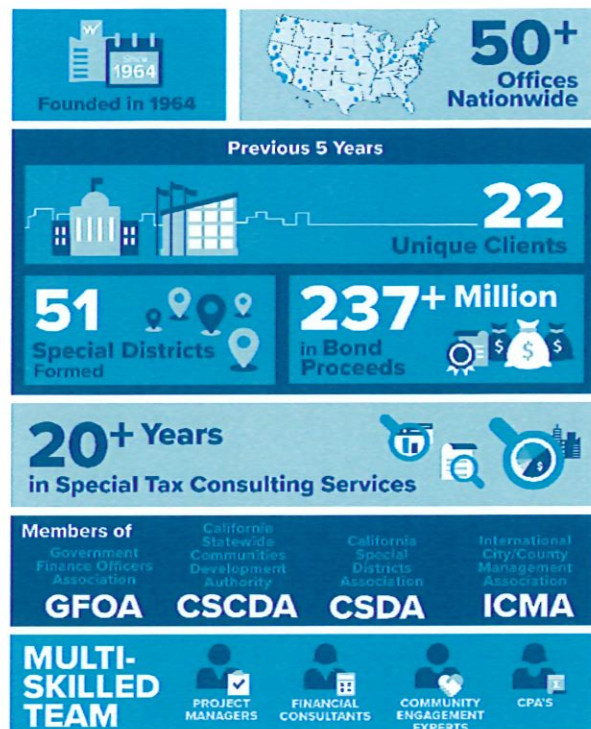
Firm Qualifications

Firm Profile

Willdan Financial Services, a California Corporation, is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has approximately 1,800 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities.

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government. Today, we are leading our clients into a future accelerated by a change in resources, infrastructure, technology, regulations, and industry trends.



Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services is a national firm, and is one of the largest public sector financial consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services.

Our staff of over 80 full-time professionals support our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise. Willdan assists local public agencies by providing the following services:

Willdan Financial Services	
Services	
- Special Financing District formation and restructuring; - Utility rate and cost of service studies; - User fee studies; - Cost allocation studies; - Real estate economic analysis; - Property tax audits; - Housing development and implementation strategies;	- Development impact fee establishment and analysis; - Economic development strategic plans; - Special Financing District administration services; - Municipal advisory services; - Feasibility studies; - Arbitrage and continuing disclosure services; - Debt issuance support; and - Long-term financial plans and cash flow modeling.

Unique Experience, Resources, and Capabilities

Special District Experience

Since our inception, Willdan has offered public agencies a comprehensive approach to special district consulting by including district formation and administration; delinquency management; continuing disclosure; and arbitrage rebate in our service offerings. This multi-service approach allows us to facilitate the flow of information between the different service areas, which creates less of a draw on agency staff time and reduces costs for these services.

**Willdan has prepared
Engineer's Reports and
Special Tax Reports for over
800 separate special districts**

It also ensures that solutions and approaches provided in one area of work are consistent with overall policies and objectives. For instance, we form special districts with specific features to allow for ease of administration, as well as future annexations of new developments to the district. Finally, methodologies are created in a manner that allows for consistent application of agency policies from project to project. In view of our experience, Willdan is committed to:

- Having highly qualified core staff actively involved in day-to-day operations;
- Providing comprehensive and proactive customer service;
- Interfacing in a friendly and helpful manner with an agency's governing body, staff, community organizations, and the public in general;
- Keeping up to date on the latest technology that allows specific data to be made available via the Internet to public agency staff, investors, and property owners at no additional charge;
- Staying current on legislation impacting the formation and administration of CFDs, such as SB 165, AB 2851 (annual reporting requirements), and AB 373 (recent modifications to Mello-Roos law); and
- Closely following legislation and legal proceedings involving assessments and other types of special districts, particularly issues related to Proposition 26 and 218.

In utilizing our broad range of experience, amassed over years from supervising and being consistently at the forefront of innovative approaches to special assessment formation and administration services, our methods and approaches support practical requirements.

In fact, ***we have prepared Engineer's Reports and Special Tax Reports for over 800 separate special districts***, including Business Improvement Districts, 1972 Act Landscaping and Lighting Districts, Mello-Roos Community Facilities Districts (CFDs) and 1982 Act and 1913/15 Act Assessment Districts formed to finance infrastructure improvements and/or services and maintenance. Furthermore, Willdan possesses extensive experience developing budgets and forming assessments and CFD for a variety of purposes.

Resources and Capabilities

Firm Resources

Willdan assists local public agencies by providing formation services for assessments, standby charges and utility rates, landscaping and lighting districts; arbitrage rebate calculations; continuing disclosure reports preparation and dissemination; and staff augmentation support. We have been providing these services for 35 years; decades later, Willdan continues to be a leader.

Consideration of Practical and Administrative Matters in Special Assessments

We understand the complexities involved in developing an assessment methodology that is tailored to address the specific objectives of the project and balancing that with the desire to simplify the future administration of the assessment. The assessment formula should be able to accommodate multiple land uses and multiple funding purposes and possibly account for potential future developments, while also being straightforward to apply. Our district formation experience coupled with decades of providing administration services for special taxes and assessments is unmatched, allowing us to approach formations in a holistic manner.

Provisions and features can be incorporated into the methodology that ensures the proposed district balances the funding needs of the project, while clarifying and simplifying future management and administrative tasks and processes. We create documentation and applicable methodology in an understandable and practical manner that may be easily interpreted for ongoing administration of the district.

State of the Art Technology & Data Security



MuniMagic+, which was released in September 2018, is the newest version of the proprietary software utilized by Willdan. Due to changing regulations, it was important to build a more moldable system that can manage special district types not only in California, but in other states as well. MuniMagic+ is hosted in the Cloud utilizing Amazon Web Services (AWS) and contains data for more than 16 million parcels. The Web application provides a rich user experience via any modern web browser and has the ability to scale under load and recover from geographic disasters. Our data is stored securely and continuously backed up to the Cloud and, with the help of AWS managed services, our application is monitored 24/7.

The data within MuniMagic+ includes county assessor data, and other supplementary data identifying parcel characteristics.

Serve as an Extension of Staff

Willdan takes to heart the fact that we represent the Client when working and/or speaking with residents, business owners, developers and with other industry professionals such as underwriters, bond counsel and appraisers. Our goal is to take care of and effectively manage the special district formation and administration process, so that staff can focus on other responsibilities. We actively manage projects with a focus on the overall timeline, so that staff is provided timely and accurate work products without having to expend valuable time managing the process more than necessary.

One of our most important roles has been educating and helping staff to understand Community Facilities District concepts, how they apply to the special district processes and procedures, and how they can help the agency achieve primary financial objectives. Willdan will impart our knowledge to key staff through education and day-to-day efforts throughout the project and beyond.

District Administration

Willdan's District Administration Services ("DAS") group addresses the ongoing day-to-day activities associated with the long-term administration of bonded and "pay-as-you-go" special taxes, assessments, fees, utility rates, and standby charges. These types of services demand accurate, timely and knowledgeable treatment of many details. Subsequently, Willdan focuses on quality control and brings the advantage of current technology and knowledge of recent legislation to our clients. *The graphic to the right provides a snapshot of Willdan's district administration experience specifically for Fiscal Year 2025/2026.*



Quality Assurance Process

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

Quality Assurance Levels of Review



- Peer review;
- Project manager review; and
- Final quality assurance manager review.

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

Project Team

Key Staff

Our management and supervision philosophy is simple: staff every position with experienced personnel to deliver a superior product and deliver effective results on time and on budget. With that philosophy in mind, we have selected the following individuals for this engagement.

Our employees know and understand the problems facing local government under the current economic climate, and we have oriented our practice to support an agency's modified budget policies and public service priorities.

The team presented within this proposal has worked collectively on numerous projects; an established work practice between the team members has been forged, this proven long-standing system has benefited our clients.

Nevada County Consolidated Fire District Assessment Engineering Project Team

Key Team Member	Project Role	Responsibility to the Engagement
Chris Fisher Vice President/Director	Principal-in-Charge	▪ Technical guidance; ▪ Project oversight; ▪ Quality assurance & control; and ▪ Meeting and presentation attendance.
Mike Medve Principal Consultant	Project Manager	▪ Task oversight; ▪ Produce key elements of the analysis; ▪ Responsible for project deliverables; ▪ Report evaluation; and ▪ Meeting and presentation attendance.
Tyler Green Senior Analyst	Project Analyst	▪ Collect, interpret, and analyze key data; ▪ Client staff coordination; ▪ GIS files parcel database linkage; ▪ Report preparation; and ▪ Meeting and presentation attendance.
Tyrone Peter, PE Principal Consultant	Assessment Engineer	▪ Assessment Engineer

Staff Continuity

It is important to note that Mr. Fisher has been with Willdan for over 26 years, ensuring NCC Fire of continuity and dedication in staffing during the completion of the project.

Mr. Fisher is the Principal-in-Charge for Special District engagements; he serves in this role due to his extensive experience, which includes the preparation and supervision of numerous studies, as well as his experience presenting to governing bodies, stakeholders, and industry groups.

Willdan as a whole is composed of over 1,800 employees, including a cadre of public finance experts. If necessary, Mr. Fisher can recruit additional, qualified individuals from our employee roster to assist with the completion of the engagement to deliver the final materials on time and within budget.

Resumes

Resumes for our project team are presented on the following pages.

Chris Fisher Principal-in-Charge

Education
*Bachelor of
Science in Finance,
San Francisco
State University*

With over 26 years of experience at Willdan, Mr. Fisher has managed an array of financial consulting projects for public agencies in California, Arizona, Colorado, Texas, and Florida, coordinating the activities of resources within Willdan, as well as those from other firms working conjointly on projects. He is one of the firm's leading experts for special district financing related to public infrastructure, maintenance, and services including public safety.

Areas of Expertise
*Multi-disciplinary Team
Management*

Relevant Project Experience

*Special District
Formations*

City of Richmond, CA – Special Tax Consulting Services: Mr. Fisher has served as the Principal-in-Charge/Project Manager for the City of Richmond's Community Facilities District formation services for the Point Molate CFD No. 2022-1. Mr. Fisher led the team that worked with the City's financing team to develop a sophisticated special tax methodology and RMA that incorporated unique approaches to community benefit and facility financing; and participated in discussions with developers and their consultants to negotiate solutions between City Staff and the project proponent.

Cost of Service Studies

Proposition 218

Utility Rate Studies

Client Presentations

Affiliations

*California Society of
Municipal Finance
Officers*

*Municipal Management
Association of
Northern California*

*California Municipal
Treasurers Association*

City of Chula Vista, CA – Formation of CFD 16-I (Millenia), 17-I (Western Chula Vista CFD), 18-M (Otay Ranch Village 3) and Bayfront CFD: Mr. Fisher has assisted the City in each of the listed CFD formations. The first, CFD 17-I, was formed to allow for the financing of impact fees over an extended time period through the payment of a special tax, to facilitate development of non-residential projects in certain areas of the City. This formation was completed in the Spring of 2016. The second project, CFD 16-I, was completed to provide funding for the construction of basic infrastructure associated with the Millenia development project in the City. Formation was completed in September 2016, with bonds will be sold in late 2016/early 2017. CFD 18-M was formed to provide funding for the maintenance of landscaping, trails, walls, and storm water facilities in the Otay Ranch Village 3 development project. Mr. Fisher oversaw the completion of the CFD for the Bayfront Project, a multi-use project being developed in conjunction with the San Diego Port Authority, which will include a convention center, hotel, and multi-family property. For each formation, Mr. Fisher worked with City staff in multiple departments and a diverse financing team including the financial advisor, legal counsel, developers and property owners, and developer's consultants.

26 Years' Experience

County of San Diego, CA – Special Tax Consulting: Mr. Fisher is currently serving as the County's Special Tax Consultant for CFDs formed within unincorporated areas. To meet the demands of continued growth within the County, he assisted with the formation of CFD 2013-1 (Horse Creek Ridge), CFD 2017-1 (Hillside Meadows), CFD 2018-2 (Park Circle), CFD 2019-1 (Meadowood), and CFD 2019-2 (Sweetwater Place). All of these CFDs will provide funding for services and improvements ranging from maintenance and monitoring of flood control improvements, maintenance of parks, park facilities and landscaping, and provision of fire protection services to necessary capital improvements.

City of Rancho Mirage, CA – Special Tax Consulting: Mr. Fisher oversaw the Willdan team that completed the formation of CFDs in 2018 through 2020 for the City and is currently working on the formation of a third CFD (4C). He worked closely with the team to provide technical assistance based on prior project experience and provide quality review. The two CFDs (4A and 4B) were formed in association with the development of a Del Webb residential project in the City to provide for funding of backbone infrastructure required for the development, and for payment of certain development fees required by the City. Willdan's work included preparation of the special tax and pro forma analyses, development of the tax methodology and preparation of the Rate and Method of Apportionment of Special Tax document, preparation of the CFD Report and other associated documents, and coordination of the formation process.

City of Upland, CA – Special Tax Consulting: Mr. Fisher oversaw the Willdan project team that assisted the City of Upland with initial formation of the Sycamore Ranch CFD, and its eventual modification to adapt to a change in the plan for development and product mix. He worked closely with Willdan's team to provide guidance and advice in the development of the methodology and approach, and to review documents and work product.

C. Fisher
Resume Continued

City of Palm Desert, CA – Special Tax Consulting: Mr. Fisher served as principal-in-charge for the restructuring of CFD 2005-1, as well as the issuance of refunding bonds. In addition, he oversaw the formation of a new CFD (CFD 2021-1) to include property removed from the original district. The project included a complex bond tender analysis, completion of special tax pro formas for both CFDs under various scenarios, development of special tax rates, completion of the Rate and Method of Apportionment, boundary diagram and CFD Report, and other documents necessary to support the formation of both CFDs.

California Statewide Communities Development Authority – Special District Formations: For over 10 years, Mr. Fisher managed district formation projects in conjunction with CSCDA and their financing team. Recent projects include the Horse Creek Ridge CFD in San Diego County (2018), the McSweeney Ranch CFD in the City of Hemet (2019), and the Butterfield Ranch (Atwell) CFD in the City of Banning.

City of Banning, CA – Fiscal Analysis and CFD Formation Services: As technical advisor, Mr. Fisher oversaw the preparation of a comprehensive fiscal impact analysis and facilities funding plan in association with the Butterfield Specific Plan Area within the City. The Specific Plan area covers 1,543 acres and is proposed to include more than 5,000 homes of varying densities, 36 acres of commercial development, over 400 acres of open space, schools, and a utility substation. He also provided technical and policy guidance as well as quality review.

City of Laguna Beach, CA – Formation of Assessment District No. 08-01: Mr. Fisher served as the project manager for the City of Laguna Beach Assessment Engineering Services project, for its proposed Underground Utility Assessment District. For this effort Mr. Fisher collaborated with Willdan's Engineering division and included coordination with City staff and a diverse project team. This formation required the preparation of draft and final Engineer's Report for the district, along with related documentation and analysis, and presentation of these items. The initial formation was unsuccessful; however, the district was formed with modifications.

City of Moreno Valley, CA – CFD No. 7, Storm Drain and Street Improvements: As project manager, Mr. Fisher oversaw the formation of a CFD to finance the construction of storm drain and street infrastructure improvements for an industrial/warehouse project in the City. He recently worked with the City to modify the RMA for the CFD and support the financing team in the issuance of \$3.625MM in bonds.

City of Gonzales, CA – Tax Increment/Special Tax Consulting: Mr. Fisher served as the principal-in-charge of the City of Gonzales engagement. He worked closely with the project manager to provide guidance and advice.

City of Yucaipa, CA – Tax Increment/Special Tax Consulting: Mr. Fisher served as the principal-in-charge of the City of Yucaipa engagement.

Mike Medve Project Manager

Education

*Bachelor of Science
Information and
Computer Science,
Management and
Mathematics Minors,
Cum Laude
University of
California Irvine*

Areas of Expertise

Public Finance

Public Facility Financing

*Special District Formation
and Administration*

Proposition 218

New Markets Tax Credits

Grant Writing

20 Years' Experience

Mr. Mike Medve is a Principal Consultant in the Financial Consulting Services group, with 20 years of expertise in public finance, including special district formation and administration, fiscal impact analysis, public facilities financing plans, integrated financing districts, Proposition 218, tax credit financing, state and federal grant and loan programs, sales tax revenue bonds, and infrastructure financing districts. He has developed financial pro formas and cash flow analyses for numerous types of public and private project financing programs.

Prior to joining Willdan, Mr. Medve was a consultant in the field of public finance for Parsons Brinckerhoff and David Taussig & Associates. Over the years, he has been a financing team member for over \$2 billion in limited obligation bonds and over \$50 million in grant funds. He has served as the lead consultant for over two dozen clients, both public and private, throughout the country.

Relevant Project Experience

City of Richmond, CA – Special Tax Consulting and CFD Formation: In 2021/2022, Mr. Medve worked as part of a team of consultants to form the Point Molate CFD 2022-1 for the City of Richmond. Point Molate encompasses an area in Richmond that was formerly a fuel storage complex for the military, but which was proposed for redevelopment into 251 single family homes, 387 low-rise residential units, and 521 mid-rise units. Willdan worked with the team to develop a unique special tax methodology and Rate and Method of Apportionment that incorporated cutting-edge approaches to community benefit and facility financing. Mr. Medve also evaluated and updated the project's fiscal analysis and presented several scenarios to the team, City Staff, and ultimately the City Council. Due to unique political circumstances, the formation of the CFD was put on hold while the proposed uses for the area to be re-evaluated and debated amongst the elected officials, developer/landowner, and interested stakeholders.

City of Palm Desert, CA – Special Tax Consulting/CFD Formation: Mr. Medve served as project manager and lead analyst for Willdan's work on the restructuring of CFD 2005-1 and issuance of refunding bonds. Mr. Medve also coordinated the analysis and completion of the implementation steps for the formation of a new CFD (CFD 2021-1) that included property removed from the original district. Willdan and Mr. Medve's work on the project included a complex bond tender analysis, completion of special tax pro formas for both the restructured and new CFDs under various scenarios, development of special tax rates, completion of the Rate and Method of Apportionments, boundary diagrams and CFD Reports, and other documents necessary to support the formation of both CFDs.

City of Rancho Mirage, CA – Special Tax Consulting: In 2018 and 2019 Mr. Medve assisted the City with the formation of CFDs 4A, 4B, 4C and 5. The CFDs were formed to provide for funding of backbone infrastructure required for new residential developments, and for payment of certain development fees required by the City. Willdan's work included preparation of the special tax and pro forma analyses, development of the tax methodology and preparation of the Rate and Method of Apportionment of Special Tax document, preparation of the CFD Report and other associated documents, and coordination of the formation process.

City of Upland, CA – Special Tax Consulting: In 2015 through 2022 Mr. Medve assisted the City of Upland with the initial formation of several CFDs to fund facilities and services for new developments, the change proceedings that were subsequently conducted to amend the CFD to accommodate a change in the plan of development, and finally with the issuance of bonds associated with the CFDs. He worked closely with the City and its financial advisor to ensure the CFD was formed in a manner that met the City's requirements and financing objectives. The CFD was created to equitably spread the cost of the infrastructure being financed through a methodology that was equitably applied to various types of residential development in the project.

M. Medve
Resume Continued

Cucamonga School District, CA – Special Tax Consulting: Managing the project, Mr. Medve recently completed the formation of CFD 2019-1 for the Cucamonga School District. The CFD was formed to provide ongoing funding for school facilities and payment of school fees associated with the development of property within the School District's boundaries.

City of Galt, CA – Special Tax Consulting: Mr. Medve was project manager for the City of Galt Liberty Ranch Community Facilities District formation and an annexation CFD for Municipal Services and facilities funding. The Liberty Ranch project consisted of approximately 356 acres of land, and a second series of Bonds was recently issued. The total revenue for municipal services and maintenance that the CFDs provide in 11 different areas now exceeds \$1 million.

City of Roseville, CA – Special Tax Consulting: In 2014, Mr. Medve prepared an Amended Notice of Special Tax Lien for the City's Fiddymment Ranch CFD No. 1 (Facilities) and Fiddymment Ranch CFD No. 2 (Services). The amendment was necessary to reconcile changes in project land use with the special tax revenues that were needed to pay debt service and administration on outstanding infrastructure bonds and fund the annual operations and maintenance of existing facilities. In 2015, Willdan was retained to serve as Special Tax Consultant for the formation of an overlay CFD (Fiddymment Ranch CFD No. 5) that will refund a portion of the CFD No. 1 bonds and pay for additional infrastructure projects associated with the development. Facilities needed include streets, bridges, sewer improvements, storm drains, water infrastructure and landscaping. Willdan has also performed the annual administration for the City's CFDs for over a decade.

County of San Diego, CA – Special Tax Consulting: Mr. Medve is currently assisting the County with their special tax consulting projects, specifically CFDs formed within unincorporated areas. He assisted in the formation of the Horse Creek Ridge and Hillside Meadows CFDs and is currently involved with the application review and initial steps of forming three additional CFDs that will fund services and improvements ranging from flood control maintenance and fire protection services to necessary capital improvements. He also has assisted in additional follow-on special tax analysis for the Harmony Grove CFD, and in the annexation of new territory to that CFD. He is also assisting with the replacement of an existing Permanent Road Division special assessment with a special tax to fund street rehabilitation and maintenance.

City of Gonzales, CA – Tax Increment/Special Tax Consulting: Mr. Medve provided consulting services related to the formation of one of the State's first Enhanced Infrastructure Financing Districts (EIFD). The EIFD's tax-sharing plan has been approved by both the City of Gonzales and the County of Monterey, bringing millions in funding to an area that will be annexed to the City and developed into a high-tech office park and research center. He also assisted the City with its Cost Allocation Plan and Comprehensive User Fee update.

City of Yucaipa, CA – Tax Increment/Special Tax Consulting: Mr. Medve provided consulting services related to the formation of one of the State's first Enhanced Infrastructure Financing Districts (EIFD) to assist in funding infrastructure needed to serve a retail and office park surrounding Crafton Hills college. Mr. Medve prepared several feasibility analyses related to the formation, as well as the financial analysis and fiscal impact analysis that will be incorporated into the Infrastructure Financing Plan.

City of Laguna Beach, CA – Utility Undergrounding District Formation: Mr. Medve has assisted the City with four undergrounding assessment district formations since 2014. Duties include plan review, site inspection, benefit allocation, producing Engineer's Reports, notices, ballots, and other legal documents, and attending Public Hearings/Council meetings. Mr. Medve has innovated new techniques for benefit allocation that are more consistent with the requirements of Proposition 218 as interpreted by the California courts.

City of Newport Beach, CA – Utility Undergrounding District Formation: In 2016, Mr. Medve assisted the City with an undergrounding assessment district ballot proceeding and the coordination of several other undergrounding districts in various stages of development. Duties involved the development of assessment methodologies and Engineer's Reports, plan review, coordination with utility companies, and the tabulation/counting of ballots.

Tyler Green Project Analyst

Education

*Bachelor of Science,
Business Administration
and Leadership
Studies, Chapman
University*

Areas of Expertise

*Community Facilities
Districts Formation
and Administration*

Bond Issuance Support

5 Years' Experience

Mr. Tyler Green is a Senior Analyst within Willdan's Financial Consulting and District Administration Services groups. His primary function is to support project managers and senior analysts with the preparation of utility rate studies, cost allocation plans and user fee studies, as well as the formation of special tax districts. He specializes in analysis for a variety of clients, including cities and school districts.

Mr. Green is responsible for the annual administration of Community Facilities Districts and other types of special taxes. He assists in the research, analysis and implementation required for special district administration, including property classification, budget preparation, document data entry and updates, database management, and report preparation.

Mr. Green provides valuable analytical support under the guidance of Principal Consultant Mike Medve. His assigned tasks include updating content within the annual reports, preparing resolution(s) for Intent Meetings and Public Hearings, inputting and updating of parcel data, researching parcel changes, reviewing charge-exempt parcels, preparing applied reports, and providing general information on questions relating to the special taxes.

Relevant Project Experience

Mr. Green has worked with the following agencies.

Special District Formation

City of Richmond, CA – Special Tax Consulting and CFD Formation: Mr. Green supported the Willdan senior team members as project analyst.

California Statewide Communities Development Authority – Special District Formations: Mr. Green provides analytical support to the Project Manager and Principal-In-Charge for the CSCDA's Citro CFD project.

City of Upland, CA – Special Tax Consulting: Mr. Green assisted the Willdan team by developing analysis and draft documents necessary for the formation of a CFD, and to support the issuance of bonds for the CFD.

County of San Diego, CA – Special Tax Consulting: Mr. Green serves as the financial analyst assigned to the County of San Diego, special tax consulting services project team. He assists the senior members of the team in analysis development and drafting necessary documents for the formation of CFDs, and supports the issuance of bonds, as necessary.

City of Santa Paula, CA – Special Tax Consulting: Mr. Green assisted with the Bond issuance support for CFD No. 2.

San Jacinto Unified School District; San Jacinto, CA: Mr. Green was the assigned project analyst for the recently formed CFD for the San Jacinto School District. Tasks included formation and bond issuance support.

City of Upland, CA – Special Tax Consulting: Mr. Green provided support for the formation of CFD 2022-1 and issuance of debt for previously formed CFDs.

City of Rancho Mirage, CA – Special Tax Consulting: Mr. Green was the project analyst for the formation of CFD 4C and 5 and debt issuance for CFDs 4A and 4B.

Special District Annual Administration

- **City of Upland, CA – Administration of Community Facilities Districts**
- **California Statewide Communities Development Authority – Administration of Community Facilities Districts**
- **City of Buckeye, AZ – Administration of Community Facilities Districts**
- **City of Galt, CA – Administration of Community Facilities Districts**
- **Nevada County Consolidated Fire District; Nevada City, CA – Administration of special taxes**
- **River Delta Unified School District; Rio Vista, CA – Administration of Community Facilities Districts.**

Tyrone Peter, PE Assessment Engineer

Education

*Bachelor of Science,
Engineering and Civil
Engineering, Tamil
Nadu College of
Engineering Civil
Engineering,
Murugappa Polytechnic*

Registration

*Civil Engineer,
California No. 81888*

19 Years' Experience

Mr. Tyrone Peter, PE, is an accomplished civil engineer who has worked on multiple assessment engineering projects and specializes in infrastructure cost engineering. Mr. Peter is known for providing innovative, quality engineering services to ensure project delivery within budget and schedule. He has over 18 years of experience managing and designing various public works projects and has a solid foundation to understand what is needed to deliver a successful project.

Mr. Peter's experience includes design of state highways, new streets, street widenings, street realignments, pavement rehabilitations, light rail, and railroad projects. Furthermore, he has participated in feasibility studies, assessment engineering projects, grade separation projects, flood control facility design and construction, and water and sewer projects. Mr. Peter has supervised feasibility studies, project study reports, project reports, construction document preparations, grade certification issuances, construction administration projects, and construction inspections. He is proficient at managing large project teams with subconsultants spanning multiple technical disciplines. During his career, Mr. Peter has served as project manager, civil engineering task leader, supervising engineer, senior engineer, design engineer and designer for over 200 projects with design contracts ranging from \$5,000 to \$2.9 million.

Relevant Project Experience

Bear Valley Community Services District, CA – Mailbox Optimization and Revitalization and Formation of Assessment District: Responsible for overall project management and oversight of services required to assist the District with the optimization and revitalization of the community's mailboxes. The District maintains approximately 35 mailbox stations, serving approximately 3,600 property owners. The existing mailbox stations were in a dilapidated condition and convey an impression of neglect and lack of maintenance to residents and visitors requiring constant upkeep due to their age, condition, and incidents of vandalism. Design problems also existed with the sites of some stations; specifically, some do not have sufficient setback from the road to allow safe exit from vehicles to pick up mail. Also lack of lighting contributes to safety and security concerns. In addition, the constraint of the existing topographical conditions inhibited motorists' lines of sight making for potential safety issues. The District proposed replacing the current mailboxes with prefabricated 16-door, decorative, locking, cluster boxes, which would provide ease of maintenance and security from mail theft.

Willdan provided the following services: optimization analysis using GIS technology; established a 1913 Act assessment district to assist with construction funding and mailbox maintenance and replacement; prepared a design book for each mailbox location, including parcel list, concept plan, address and key assignments, and engineer's estimate; prepared engineering and architectural design plans for each mailbox station; prepared engineering and architectural design plans for one or more demonstration mailbox station at locations selected by the District; and provided coordination with the U.S. Postal Service.

Although the district formation was not approved by the property owners, it was widely acknowledged that the design was superior to the existing mailbox configuration.

City of Lakewood, CA – Golden State Water (GSM) Distribution Network Acquisition and Integration Feasibility Analysis: Project manager responsible for overall project management and oversight of services required to perform a feasibility and financial impact analysis to acquire and integrate the existing GSW distribution network within the City. Willdan evaluated the existing network to determine whether the network within city limits could be disconnected from the existing network. To determine the feasibility, the existing GSW network was evaluated for its ability to function as a stand-alone after removal of the distribution lines within city limits. Willdan evaluated and compared the detached GSW network with the existing distribution network to identify the best solutions for the City to provide service to the detached GSW network. This included evaluating the existing well capacity and/or a service connection from the City's distribution network to facilitate the additional network demand. Willdan conducted a preliminary evaluation of the infrastructure acquisition cost. Based upon the findings, analyzed the financial aspects and impacts of the water system acquisition. A technical memorandum detailing the findings was provided.

References

Similar Studies

Below are recent Special Tax Consulting Services project descriptions. We are proud of our reputation for customer service and encourage you to contact these clients regarding our commitment to completing the projects within budget and agreed upon timelines.

McKinleyville Community Services District, CA

Special Tax Consulting Services

Willdan, in 2024, assisted with the implementation of an increase in the Measure B Special Assessment for parks, open space, and recreational facilities. The increase was necessary to ensure the same level of service for parks and recreational facilities after the addition of a new activity center, sports complex, and event hall. Although the increase was related to new parks facilities, maintenance of open space areas, including vegetation management, is included in the authorized services. Willdan reviewed the new budget, produced the Engineer's Report and coordinated the mailing of the assessment ballots for the ballot proceeding. After the public hearing, Willdan tabulated the ballots and certified the results. This assessment increase was successful.

Willdan also provides annual administration services and rate study services to McKinleyville CSD.

Client Contact: Patrick Kaspari, P.E., General Manager
Tel #: (707) 839-3251 | Email: pkaspari@mckinleyvillecsd.com

San Diego County Fire Department, CA

District Formation and Administration Services

Willdan has served as the County's special tax consultant for multiple Community Facilities Districts in unincorporated San Diego County, including Horse Creek Ridge, Hillside Meadows, Park Circle, Meadowood, and Sweetwater Place. These districts fund public services and facilities, including fire protection and emergency response. Willdan's work has included evaluating funding requirements, developing special tax methodologies, analyzing parcel data, preparing formation and levy documents, supporting public proceedings, and providing ongoing annual administration.

Willdan also administers numerous County fire and ambulance special assessments and charges. These services include maintaining parcel databases, applying approved charge methodologies, calculating annual charges, researching parcel changes, reconciling levy files, and coordinating tax-roll submittals.

Client Contact: Donald J. Chase, Land Use / Environmental Planning Manager
Tel #: (619) 985-3116 | Email: donald.chase@sdcounty.ca.gov

City of Galt, CA

Special Tax Consulting Services

Willdan Financial Services has proudly served as the Special Tax Consultant for the City of Galt since 2017. Our team has collaborated seamlessly with the City to form the Liberty Ranch Community Facilities District, which includes a special tax B component that pays for fire services, among others, to serve the Liberty Ranch development. Spanning approximately 356 acres, this project recently saw the issuance of a second series of bonds, further enhancing its impact. The total revenue generated for municipal services and maintenance across 11 distinct areas now exceeds an impressive \$1 million. In addition, Willdan continues to provide bond support services for the Liberty Ranch CFD, ensuring its financial integrity.

The Willdan team continues to provide annexation services for the Summerfield CFD, affirming our commitment to fostering community growth and development.

Client Contact: Judy Huston, Executive Assistant
Tel #: (209) 366-7260 | Email: jhuston@cityofgalt.org

Cost Proposal

Willdan Financial Services proposes to perform the tasks outlined in our Scope of Services for the itemized, not-to-exceed fees shown in the table below.

Assessment Engineering Services	
Scope of Services	Fee
Phase I: Benefit Assessment Analysis	\$ 20,000
Phase II: Ballot Proceedings	\$ 9,500
Phase III: Public Engagement Support	
Public Engagement Strategy Meeting	\$ 1,500
Develop Informational Piece / Meeting Invitation	\$ 12,000
Cost to Print and Mail Informational Piece	To Be Determined* (Actual Cost)
Property Owner Workshop (two meetings)	\$ 3,600

**Printing, postage, and other third-party mailing costs are excluded from the not-to-exceed professional services fee and will be billed at actual cost with prior District authorization.*

Notes

- The fees shown above are not contingent upon the outcome of the ballot proceeding.
- Routine project coordination calls, including biweekly check-ins with District staff, are included in the fees above and are not counted against the meeting quantities identified in the Scope of Services.
- Services beyond the Scope of Services and meeting quantities expressly included in this proposal may be provided only upon written authorization from the District and will be billed at Willdan's then-current hourly rates.
- The District will be invoiced monthly based on percentage of work completed.

Hourly Rates

Additional services requested by NCC Fire and authorized in writing will be billed at Willdan's then-current hourly rates. Our current hourly rates are provided below.

Willdan Financial Services Hourly Rate Schedule		
Position	Team Member	Hourly Rate
Vice President / Director	Chris Fisher	\$310
Managing Principal		\$300
Principal Consultant	Mike Medve	\$270
Senior Project Manager		\$250
Principal Engineer	Tyrone Peter	\$249
Project Manager		\$210
Senior Project Analyst		\$150
Senior Analyst	Tyler Green	\$135
Analyst II		\$120
Analyst I		\$110



27368 Via Industria, Suite 200
Temecula, CA 92590-4856
T 951.587.3500 | F 951.587.3510

www.willdan.com





Monday, September 14, 2026

Submitted via Email

jasonrobitaille@nccfire.com

Jason Robitaille, Fire Chief
Nevada County Consolidated Fire District
640 Coyote Street
Nevada City, CA 95959

Re: Proposal for Public-Finance Consultant and Assessment Engineer Services, Fire Services Funding Measure

Dear Chief Robitaille:

SCI Consulting Group ("SCI") is pleased to submit this proposal to provide public finance consulting and assessment engineer services to the Nevada County Consolidated Fire District ("District") in support of an increase to the District's existing engineered special benefit assessment. We appreciated the opportunity to discuss the District's funding outlook with you last November, and we are glad to see this effort moving forward.

We understand the District's objective clearly. Sustainable funding is needed to move staffed engines from 2-0 to 3-0, expand the Department of Fire Prevention, and maintain adequate coverage across 160 square miles that include Very High Fire Hazard Severity Zones. The District's Fire Suppression Benefit Assessment, District 2004-1 ("2004-1 Assessment"), was approved more than 20 years ago and no longer supports the service level the community depends on. Our role is to establish what the District actually needs, determine what property owners will actually support, and build a measure that survives both the ballot and any subsequent legal challenge.

We want to be direct about the schedule. The Request for Proposals contemplates a December 1, 2026 start with revenue needed for FY 2027-28. Meeting that date requires the fiscal analysis, rate methodology, Engineer's Report, public opinion research, 45-day noticing period, public hearing, and tabulation all to be completed before the County's June 30, 2027 resolution deadline. That is roughly five months of substantive work in a window with no margin, and in our experience the element that gets sacrificed is always the public opinion research. We have structured this proposal to pursue the FY 2027-28 roll while building in a genuine decision point once the survey results are in hand, with a pre-planned Fall 2027 or Spring 2028 alternative that protects the measure rather than spending it. Both paths are laid out in the Tentative Timeline, and we would rather have that conversation with you now than in July.

The Request for Proposals lists public opinion research as one item within Public Engagement Support. We have separated it into its own task because it is not a communications activity. It is the analysis that tells the District whether the measure is viable, what rate is supportable, and which property owner groups need attention, and it must be completed prior to setting a rate rather than after. Our Work Plan otherwise mirrors the District's scope of work task for task.

SCI has served California public agencies for over four decades and has assisted more than 80 fire agencies statewide with local funding solutions. Fire assessment engineering is among the deepest areas of our practice, and we completed seven districtwide fire assessment measures in 2025 alone. John Bliss, who will serve as Assessment Engineer of Record on this engagement, has personally prepared and certified more fire assessments than any other engineer in California.

We appreciate the opportunity to submit this proposal and are prepared to begin immediately upon award. Please get in touch with me with any questions or if it would be helpful to walk through any element of this proposal with you, District staff, or the Board. I can be reached at 707-816-9101 or blair.aas@sci-cg.com.

Sincerely,



Blair E. Aas, Vice President / Principal
SCI Consulting Group

cc: John Bliss, SCI Consulting Group
Brandon Vanleuven, SCI Consulting Group

PROJECT UNDERSTANDING AND APPROACH

The District is seeking sustainable funding to increase emergency response staffing from 2-0 to 3-0 on staffed engines and to expand its fire prevention capability. The District serves approximately 37,000 residents across 160 square miles, protecting more than 15,000 homes on 20,027 parcels following the Ophir Hill annexation, including communities within Very High Fire Hazard Severity Zones. The 2004-1 Assessment was approved more than 20 years ago and does not support that service level today.

Two facts about the District's current position shape our approach. The District already levies two charges on the secured property tax roll, the 2004-1 Assessment and a districtwide Special Tax for fire suppression, protection, and emergency medical response services, both confirmed by the Board for FY 2026-27 on May 27, 2026. A new assessment would be the third. Property owners will evaluate the proposal against what they already pay the District, not against the increment alone, and both the survey instrument and the informational materials must be built accordingly. Separately, fire service funding across western Nevada County has been under visible public scrutiny for several years, through the Penn Valley and Rough & Ready consolidation, the District's absorption of Ophir Hill, and the recent joint request from six County fire agencies for a larger share of property tax revenue. This community has been paying attention. A consultant arriving without that context will ask the wrong questions in the survey and answer questions nobody is asking in the outreach.

Our approach answers three questions in sequence. What does the District need annually to deliver the service level it is committing to? What will District property owners approve? And how is that revenue apportioned across 20,000 parcels in a way that withstands both the ballot proceeding and any subsequent legal challenge? The order matters. A rate developed without knowing what the community will support is a rate that gets rejected, however sound the engineering behind it.

We will be direct about why we hold this view. In July 2026, SCl completed a fire assessment measure for the Groveland Community Services District in Tuolumne County. The engineering was sound, the fiscal analysis was thorough, and the District ran a disciplined process. The scope did not include a public opinion survey, and the rate was derived from what the agency needed rather than tested against what property owners would support. Ballots were mailed in May, and the measure was rejected 60.5% to 39.5%. We remain engaged with Groveland, and its General Manager is available to the District as a reference. We raise this because the schedule contemplated in the Request for Proposals produces the same compression, and because a firm that will not tell the District this before the ballot is of limited use to the District after it.

That is why we have separated public opinion research into its own task rather than treating it as one item within public engagement. The survey is completed and analyzed prior to the rate being set, so the District either proceeds with validated rates and a clear picture of where outreach effort is needed, or adjusts the rate, the service package, or the timing while adjustment remains possible.

WORK PLAN AND APPROACH

Based on the District's scope of work and our understanding of the District's needs, we propose the following work plan and approach ("Work Plan"). The task structure mirrors the District's Request for Proposals, with one division: public opinion research has been separated from public engagement support and presented as Task 5A.

Task 1: Project Initiation and Data Collection

SCI will begin with a project kickoff meeting to confirm the District's funding objectives, service level commitments, schedule constraints, budget requirements, and decision-making framework. SCI will collect, review, and validate relevant financial, operational, and service-level information, including District budgets and audited financial statements, the District's master plan, equipment and apparatus replacement schedules, staffing plans and cost structures associated with the 2-0 to 3-0 transition, fire prevention program costs, and documentation of long-term wildfire vulnerability. SCI will also obtain and validate parcel-level data from the County Assessor and other sources, including the assessor's roll, zoning and land use information, and GIS layers, to understand property characteristics, ownership patterns, and land use conditions within the District. This will include establishing the distribution of absentee and resident ownership, which materially affects both survey design and balloting strategy. This task will establish the factual and analytical foundation necessary to support the fiscal analysis, assessment engineering, and subsequent Proposition 218 process.

SCI will also compile and analyze insurance market information, emergency response time data, and risk and loss avoidance indicators to support the evaluation of parcel-level special benefits, consistent with the District's Request for Proposals. We want to be precise about what the insurance analysis can and cannot establish. What can be documented is the condition of the local insurance market and how it has changed: nonrenewal activity, FAIR Plan participation, new policy availability, premium trends, and wildfire exposure within the District compared to surrounding areas and to areas of similar hazard lacking proximate staffed fire protection. Nevada County ranks third among California's 58 counties in the share of dwelling units located in high or very high wildfire hazard areas, and exceeds both counties ranked above it in the absolute number of at-risk dwellings.

What cannot be established is a projection of how insurance rates would respond to specific changes in staffing or response times. Carriers do not publish underwriting criteria, will not commit to rate projections tied to service levels, and revise those criteria without notice. Insurance Services Office ratings are evaluated on no fixed schedule, and a rating change may be five or more years out. SCI will therefore deliver the insurance analysis as standalone documentation of market conditions rather than as a quantified component of the special benefit apportionment, and will not present it as a predictive rate analysis or rely on it in informational outreach, where projected savings can be perceived as advocacy rather than objective information. We will confirm with the District at kickoff what the insurance analysis is intended to accomplish, so that the work is scoped to that purpose.

The special benefit apportionment will be built on parcel attributes that can be quantified and defended. Based on our recent fire assessment work, we anticipate these will include fire risk by property type, structure replacement value, CAL FIRE Fire Hazard Severity Zone designation, and travel time from the responding station to each parcel, developed through GIS analysis of drive time across the District's road network. Additional factors identified in the District's scope of work, including containment to the room of origin, life safety outcomes, vacancy rates, and property values, will be addressed qualitatively in the Engineer's Report where the evidence supports it. We

do not represent that these can be quantified at the parcel level, and we would be cautious of any firm that does.

Task Deliverables:

- Information and data request list
- Project kickoff meeting (Virtual)
- Validated parcel, financial, and GIS datasets
- Special benefit evidence memorandum
- Refined project schedule and key milestones

Task 2: Fire Services Fiscal Analysis

Building on the data validated in Task 1, SCI will prepare a comprehensive fire services fiscal analysis to quantify current and future funding needs for the District. This analysis will include long-range revenue and expenditure projections at five-, ten-, and 15-year intervals, identification of funding gaps, and evaluation of cost drivers for staffing, apparatus, facilities, fire prevention, and wildfire response capacity, as well as the factors affecting call volume. SCI will model the cost of maintaining current service levels and the cost of the enhanced service levels the District is contemplating, including the transition from 2-0 to 3-0 staffing on staffed engines and expansion of the Department of Fire Prevention. SCI will determine the annual revenue requirement associated with each service level scenario. The fiscal analysis will provide a clear and defensible basis for establishing the total revenue requirement to be supported by the proposed assessment, and will be presented to staff and the Board in clear, graphically supported formats.

The analysis will also establish the budget carried into the Engineer's Report, including any reserve required to absorb known future cost increases, so that the assessment supports the District's operations over a multi-year horizon rather than closing a single-year gap. An assessment sized to a one- or two-year budget can leave an agency operating at a deficit within a few years of a successful measure.

Task Deliverables:

- Multi-year fire services revenue and expenditure projections at five, ten, and 15-year intervals
- Funding gap and cost driver analysis
- Service level scenario modeling, including 2-0 to 3-0 staffing and fire prevention expansion
- Summary of annual revenue requirements to support each identified service level
- Multi-year fiscal model delivered in Microsoft Excel
- Presentation of fiscal findings to District staff and Board (Virtual)

Task 3: Funding Measure Design and Rate Methodology Development

With the annual revenue requirement established in Task 2 and the parcel and land use data validated in Task 1, SCI will develop the structure and rate methodology for the proposed funding measure.

SCI will first provide the comparative analysis of alternative funding structures called for in the District's scope of work, addressing the benefit assessment and the special tax across approval thresholds, the property owner or registered voter universe, revenue stability and escalation, permissible uses of proceeds, administrative requirements, and the practical considerations bearing on each. This analysis gives the Board a documented basis for confirming the preferred structure before detailed methodology development begins.

This proposal is scoped for a Proposition 218 benefit assessment, consistent with the District's stated objective of increasing its existing Fire Suppression Benefit Assessment. Should the Board instead direct that a special tax be pursued, SCI would prepare a detailed scope and fee proposal for that work and adjust the Work Plan accordingly. SCI has extensive experience with both mechanisms and no institutional preference between them; the right instrument is the one that best suits the District's circumstances and community support.

SCI has implemented both instruments for fire agencies in Nevada County. In 2021, SCI assisted the Truckee Fire Protection District with Measure T, a districtwide special tax funding wildfire prevention and fuel reduction, approved by approximately 80% of voters against a two-thirds threshold and generating roughly \$3.7 million annually at a flat rate of \$179 per parcel with an eight-year sunset. That measure illustrates the practical differences the Board will weigh: a special tax may be levied at a uniform rate regardless of parcel characteristics and is approved by registered voters, while an assessment must be apportioned in proportion to the special benefit each parcel receives and is approved by weighted property owner ballot. SCI continues to serve as the Special Tax Administrator for Truckee Fire Protection District.

For the preferred structure, SCI will develop the basis and apportionment methodology consistent with the requirements of Proposition 218. This work will identify legally supportable methods of apportioning costs according to the special benefit conferred on each parcel, drawing on the parcel characteristics, land use conditions, response time data, and risk indicators developed in Task 1. SCI will evaluate and recommend rate structure options, which may include per-parcel rates, single-family dwelling equivalent factors, acreage tiers, land use factors, population loading, and improvement factors, and will assess each for legal defensibility, equity, and administrative practicality.

SCI will also address the relationship between the proposed measure and the 2004-1 Assessment. Whether the new assessment supersedes the existing assessment or is levied alongside it affects the total charge appearing on each parcel's tax bill, the equity of the resulting distribution across the District's current boundary, and how property owners understand the measure. SCI will present the alternatives with a recommendation for District and legal counsel consideration.

SCI will prepare draft rate schedule scenarios with projected revenue at each rate level, allowing the District to evaluate the relationship between the assessment rate, the revenue generated, and the service level supported. These scenarios will be developed in a form suitable for testing in the public opinion survey conducted under Task 5A, so that the rates presented to property owners for the ballot proceeding are rates the District has confirmed are supportable. SCI will further advise on exemption categories, the appeals process, and the treatment of nonstandard parcels, including

publicly owned parcels, parcels with no structural improvements, and parcels with unusual land use or access characteristics.

Task Deliverables:

- Project meetings (Virtual)
- Comparative analysis of alternative funding structures
- Apportionment methodology and basis of assessment
- Recommended rate structure options with supporting rationale
- Draft rate schedule scenarios with projected revenue at each rate level
- Recommendation on the treatment of the 2004-1 Assessment
- Recommendations on exemptions, appeals process, and nonstandard parcels

Task 4: Preparation of the Engineer's Report

Following District direction on the preferred structure and methodology developed in Task 3, and informed by the survey findings presented under Task 5A, SCI will prepare a complete, legally compliant Engineer's Report meeting the requirements of Articles XIIC and XIID of the California Constitution, applicable Government Code provisions, and relevant case law.

SCI will build on the fiscal analysis completed in Task 2 to develop the multi-year revenue and expense pro formas that serve as the basis for the budgets and cost estimates presented in the Report. Comprehensive assessment engineering work will include finalizing the proportional assessment rate methodology and separating and quantifying the special and general benefits associated with the fire protection, emergency response, and fire prevention services and improvements to be funded. SCI will apply its assessment engineering expertise to develop a methodology that fully complies with the legal and procedural requirements for a post-Proposition 218 benefit assessment, including applicable guidance from *Silicon Valley Taxpayers Association v. Santa Clara County Open Space Authority*, *Dahms v. City of Pomona*, *Greene v. Marin County Flood Control and Water Conservation District*, *Robert Beutz v. County of Riverside*, and other relevant Proposition 218 decisions.

The Engineer's Report will include the following:

- Executive summary and statement of purpose
- Description of the fire protection, emergency response, and fire prevention services and improvements to be funded
- Special benefit findings, including the separation and quantification of special and general benefit
- Detailed cost estimates and revenue requirements
- Benefit and rate apportionment methodology, and the rationale supporting it
- Parcel database and assessment roll
- Calculation of the proposed assessment for every parcel
- Maps, exhibits, assessment diagram, and land use classifications
- Compliance statements addressing Proposition 218, the Government Code, and applicable case law

Prior to finalizing the Report, SCI will present the fiscal plans, data review and analysis, and the proposed assessment methodology, levies, and budgets to District staff in a review session. Issues identified during the review will be highlighted and potential refinements discussed. Following

review by District staff and District legal counsel, SCI will revise the draft to address all comments and issues identified, and will produce a fully formatted, adoption-ready final Report.

SCI shall also finalize the assessment levies, assessment roll, diagram, and related materials, and will prepare the draft resolutions, notices, and associated documents required or recommended for the proposed assessment, to be finalized in coordination with District legal counsel. At the conclusion of this task, SCI will present the findings, proposed assessment levies, and the Engineer's Report to District staff and the Board of Directors.

Task Deliverables:

- Project meetings (Virtual)
- Draft Proposition 218-compliant Engineer's Report (PDF and MS Word)
- Final adoption-ready Engineer's Report (PDF and MS Word)
- Assessment roll and assessment diagram
- Draft resolutions and associated agenda reports (MS Word)
- Presentation of the Engineer's Report at a District Board of Directors meeting (In-Person)

Task 5A: Public Opinion Research and Mailed Survey

SCI has developed a mailed survey research methodology that identifies property owner priorities, measures support for an assessment measure, and determines how best to structure the measure for success. Its principal strength is the ability to measure support accurately not only overall but across distinct owner groups, including single-family residential, commercial, vacation property, absentee, and investment property owners. Given the District's absentee ownership profile, this segmentation is particularly consequential.

Recommended Research Approach. A scientific, stratified, and randomized mailed survey is the recommended data collection technique. A mailed survey offers two decisive advantages over telephone or text surveys for a Proposition 218 mailed ballot proceeding: it most accurately models mailed balloting behavior and effectively eliminates response bias, and it allows for input from non-resident and non-residential property owners who would otherwise be unreachable. Because property owners rather than registered voters will decide the ballot proceeding, and because a substantial share of District property owners do not reside within the District, a registered voter poll would measure the wrong population.

SCI will draft and refine the survey questionnaire and accompanying informational item, along with the outgoing and return envelopes. The questionnaire will test the rate scenarios developed in Task 3 against the service levels they support, and will measure property owner awareness of and attitudes toward the charges the District already levies, so that the results reflect how owners will actually evaluate the proposal. Once final drafts meet the approval of the District, they will be printed with individual respondent information and mailed with a postage-paid return envelope.

Sample Size. SCI recommends a survey of approximately 10,000 property owners within the District, providing a confidence level of 95% with a margin of error of approximately +/- 3.0%. The questionnaire will test two rate levels against the service packages each would support, so that the District can evaluate the relationship between the rate, the revenue generated, and property owner support before a rate is set.

Once surveys are returned, SCI will process the responses and prepare the data for analysis. SCI will develop filtering schemes and weighting matrices that simulate ballot measure outcomes for a fire

assessment, reflecting the weighted nature of a Proposition 218 proceeding in which each ballot carries the value of the proposed assessment on the corresponding parcel. Following analysis, SCI will prepare a comprehensive presentation summarizing the findings and providing recommendations regarding property owner priorities and the feasibility of proceeding with the measure. The presentation will include an outline of a recommended action plan, profiles of likely supporters and opponents, priorities by owner type, support by funding purpose, and key messaging elements and strategies.

The findings and recommendations will be formally presented to District staff and the Board of Directors.

Task Deliverables:

- Project meetings (Virtual)
- Survey questionnaire, informational item, outgoing envelope, and postage-prepaid return envelope
- Mailed survey to approximately 10,000 District property owners, including printing, addressing, mailing, and return postage.
- Data processing, weighted analysis, and ballot outcome simulation
- Comprehensive presentation of survey results, findings, and recommendations
- Presentation of survey results and recommendations to District staff and the Board of Directors (In-Person)

Task 5B: Public Engagement and Non-Advocacy Informational Outreach Support

Effective informational outreach is essential to a successful ballot outcome. When property owners clearly understand the purpose and need for a local funding measure, they are far more likely to support it. This is particularly consequential where a measure is proposed alongside charges an agency already levies, as property owners will form a judgment about the total whether or not the District addresses it directly.

Outreach is most effective when it comes from the District. Property owners want to hear from their Fire Chief, their firefighters, and their elected Board, not from a consultant. The credibility that carries a fire funding measure is local, and it cannot be delegated. SCI's role under this task is to equip the District to lead that effort: to build the strategy, produce the materials, prepare the messengers, and provide technical support at each step, so that District representatives can speak to their community with accurate information and full confidence. The District's active involvement is the single greatest determinant of whether the informational program succeeds.

Under California law, the District may engage in informational activities to educate the public about District matters, including ballot measures. These activities must remain strictly informational and cannot advocate for or against a particular outcome. All materials and communications must be factual, objective, and balanced, presenting the measure's purpose, structure, and impacts without attempting to influence the result. SCI will provide training for District staff and the Board on this distinction at the outset of the task, and will review District-produced materials against it throughout the process.

Task 5B services would commence following completion of the survey analysis in Task 5A, so that the informational program is built on what property owners actually told the District rather than on assumptions about what they want to hear. SCI will work with the District to develop the outreach

strategy, identifying informational needs and audiences, establishing key messaging, and creating a coordinated plan and timeline that assigns responsibility for each element.

SCI will prepare the materials the District will use, including Board presentation materials with supporting graphics and infographics, frequently asked questions, fact sheets, talking points, handouts, mailers, and content for the District's website. SCI will support the District's communications regarding wildfire risk, service level impacts, and the consequences of the funding decision, presented factually and without advocacy. SCI will prepare District staff and Board members to present the measure and field questions from the public, and will provide technical and messaging support in advance of each engagement. SCI will attend and support the public workshops, community meetings, and stakeholder briefings identified in the outreach plan, with District representatives leading and SCI available to address technical questions regarding the assessment methodology, rates, and the ballot proceeding.



Local Input is an SCI platform that facilitates community engagement and fosters collaboration between local government, property owners, and key stakeholders. Through this customizable online platform, **Local Input** enhances transparency, community participation, and decision-making processes at the local level. This enables property owners to become more informed, voice their opinions, contribute ideas, and share feedback regarding a proposed local funding measure.

Should the District determine that a more extensive informational program is warranted, whether based on the survey findings or on conditions that emerge during the process, SCI can provide expanded outreach support on a time and materials basis at the rates set forth in the Fee Schedule, or under a scope and fee agreed upon at that time.

Task Deliverables:

- Project meetings (Virtual)
- Informational outreach strategy, timeline, and responsibility assignments (MS Word)
- District staff and Board training on informational outreach versus advocacy
- Board presentation materials, graphics, and infographics (MS PowerPoint, PDF)
- Frequently asked questions, fact sheets, talking points, handouts, and mailers (MS Word, PDF)
- Website content for District use
- Messenger preparation and technical support for District-led public engagements
- SCI attendance and technical support at the public workshops, community meetings, and stakeholder briefings identified in the outreach plan
- Local Input platform

Task 6: Proposition 218 Proceedings and Balloting Support

With the Engineer's Report adopted and the Resolution of Intention approved, SCI will manage the Proposition 218 mailed ballot proceeding from noticing through tabulation.

SCI will prepare the Notice of Public Hearing, assessment ballot, tabulation instructions, and all required resolutions, and will provide them to the District and District legal counsel for review. Following incorporation of comments, SCI will oversee printing, addressing, and mailing of the notices and ballots to all property owners within the assessment district, with the 45-day noticing period run in compliance with Article XIID. This work will be performed by Admail West, SCI's long-standing mail house partner.

Throughout the balloting period, SCI will manage property owner communication and ballot administration. This includes responding to inquiries regarding ballot content, assessment amounts, and procedures; researching and confirming ownership changes not reflected in County records; monitoring undeliverable ballots and coordinating with the County Assessor and Recorder to confirm current ownership and mailing information; and issuing replacement ballots as needed. SCI will maintain a complete record of ballots mailed, returned, and replaced.

Assembly Bill 2257 ("AB 2257"), codified at Government Code Section 53759.1, authorizes an agency to adopt a procedure requiring property owners to submit written objections prior to the public hearing, with the agency responding to each in writing. Following the procedure strengthens the District's legal position against a subsequent challenge. SCI will guide the District through this process, including preparing the required notices, tracking objections received, drafting the written responses for District and legal counsel review, and assembling the administrative record. We recommend the District discuss this option with its legal counsel during Task 3, so that it can be built into the ballot proceeding schedule from the outset.

SCI will prepare the resolutions, staff reports, and hearing materials required for the public hearing, will attend the hearing, and will provide expert testimony regarding the Engineer's Report, the assessment methodology, and the special benefit analysis. SCI will assist the District and District legal counsel in responding to property owner testimony. Should the Engineer's Report require modification following the hearing, SCI will prepare the update.

The District Clerk will serve as the official tabulator, with tabulation conducted publicly as required by law. SCI will provide tabulation software, ballot scanners, trained personnel, and established procedures, and will employ its barcoded ballot identification system to ensure accuracy and integrity. Results will be reported to the Board, which may then confirm the assessment and order its collection.

Task Deliverables:

- Official Proposition 218 notice, ballot, envelopes, and tabulation instructions
- Required resolutions and supporting staff reports (MS Word)
- Printing, addressing, mailing, and outbound and return postage for all noticed parcels
- Property owner inquiry management and replacement ballot administration
- AB 2257 objection tracking, written responses, and administrative record
- Public hearing attendance and expert testimony (In-Person)
- Public ballot tabulation assistance (In-Person)
- Updated Engineer's Report, if required following the hearing
- Certified tabulation results

Task 7: Project Management and Deliverables

Task 7 runs concurrently with all other tasks and provides the coordination, schedule discipline, and communication that keep the effort on track.

Brandon Vanleuven, PMP, will serve as Project Manager and the District's primary day-to-day contact. Brandon will coordinate all project activities, manage the schedule, and ensure that deliverables are produced on time and to the standard the District expects. Blair Aas will remain engaged throughout as Principal and will be available to the Chief, staff, and the Board at any point.

At the outset of Task 1, SCI will prepare a detailed project schedule keyed to the District's requirement for revenue in FY 2027-28, identifying every task, deliverable, statutory deadline, and Board action, along with the dates by which each must occur. The schedule will be built around the District's Board meeting calendar and the Nevada County Auditor-Controller's levy submittal deadlines, and will be reviewed and confirmed with District staff before work proceeds. SCI will maintain the schedule throughout the engagement and will notify the District promptly if any element is at risk, along with the options available to address it.

SCI will participate in biweekly check-in calls with District staff for the duration of the engagement. These calls keep the District informed of progress, surface issues early, and confirm upcoming decisions and Board actions. SCI will attend Board meetings as identified in the project schedule to present findings, support staff, and answer questions from the Board and the public.

All deliverables will be provided in editable electronic formats, including Microsoft Word, Microsoft Excel, GIS shapefiles, and PDF. Data, analysis files, and the parcel database developed during this engagement belong to the District and will be provided in usable form.

Task Deliverables:

- Detailed project schedule keyed to the FY 2027-28 revenue requirement
- Biweekly check-in calls with District staff
- Board meeting attendance and presentations as identified in the project schedule
- All work product in editable electronic formats (MS Word, MS Excel, GIS shapefiles, PDF)
- Parcel database, analysis files, and supporting data

Task 8: First Year Levy Submittal and Administration

If the assessment is approved by a weighted majority of participating property owners, SCI shall prepare the property database, levy, ownership information, and other data required for levy administration services for the first levy year. These services include obtaining the final lien-date assessor's roll and property data for the first levy year, updating the assessment to account for development, parcel subdivisions, ownership, and other property changes, preparing the final assessment levies, and submitting the final assessments and assessment diagram to the Nevada County Auditor-Controller in the format and within the deadlines the County requires. Additionally, our property owner inquiry line will be included on tax bills, allowing us to directly respond to property owner inquiries throughout the fiscal year on behalf of the District.

If property owners question their assessment, SCI will research the property attributes used to determine the assessment. If necessary, SCI will revise the assessments and process a revision to the tax bill and assessment roll. Actual revisions are not expected to be significant, but some owners may question their assessment after receiving their tax bill with the new assessment. In addition, if assessments proposed for public agencies cannot be collected through the County, SCI shall

prepare and manage the mailing of manual bills to public agencies and the subsequent collection of their assessments.

In-Person Meetings. The Work Plan includes up to four in-person meetings. SCI anticipates these will be the project kickoff, the presentation of survey findings and recommendations to the Board, the presentation of the Engineer's Report and adoption of the Resolution of Intention, and the public hearing and ballot tabulation. The District may substitute any of these for another meeting at its discretion.

All other project meetings, stakeholder outreach meetings, and presentations will be conducted remotely via video or voice conference. Video and voice conferences are not considered in-person meetings in the Work Plan. As necessary and at the discretion of the District, SCI will attend additional in-person meetings at the in-person meeting rate of \$1,900 per consultant per meeting for the duration of the Work Plan.

TENTATIVE TIMELINE

Everything in this engagement is driven by one date. The Nevada County Auditor-Controller requires the District's annual resolution authorizing direct charges by June 30, with compliance certification and levy data files due July 10, a final statutory deadline of August 10 under Government Code Section 26911, and certification of the levy by August 14. A measure must be balloted, tabulated, and confirmed by the Board before that June 30 resolution to reach the following fiscal year's tax roll.

That leaves the District with two viable paths. Both are shown below, keyed to the District's regular fourth Wednesday Board meetings and assuming a December 1, 2026 start.

Option A: Ballot in Spring 2027, revenue in FY 2027-28

December 2026	Award, kickoff, Task 1 data collection and parcel database validation
January 2027	Task 2 fiscal analysis and annual revenue requirement
February 2027	Task 3 rate methodology and draft rate scenarios. Board review
March 2027	Task 4 draft Engineer's Report. Staff and legal counsel review
April 28, 2027	Board adopts Resolution of Intention and orders the ballot proceeding
May 5, 2027	Notices and ballots mailed. 45-day period begins
June 23, 2027	Public hearing, ballot tabulation, Board confirmation, direct charge resolution
July to August 2027	Levy submittal and certification with the County
FY 2027-28	First year of collection

Option A does not include a public opinion survey. A mailed survey requires roughly eight to ten weeks from questionnaire drafting through presentation of findings, and there is no eight-week window between a December start and an April rate adoption that does not displace the fiscal analysis or the Engineer's Report.

The consequence is specific. The rate would be derived entirely from what the District needs rather than from what property owners have indicated they will support. The Board would adopt a Resolution of Intention, mail more than 20,000 notices and ballots, and hold a public hearing without

objective information about the likely outcome, and without knowing which property owner segments require attention during the informational period.

Option B: Ballot in Fall 2027 or Spring 2028, revenue in FY 2028-29

December 2026 to February 2027 Tasks 1 and 2, data collection and fiscal analysis

March 2027 Task 3 rate methodology and rate scenarios for testing

April to May 2027 Task 5A survey drafted, mailed, and fielded

June 2027 Survey findings presented to the Board. **Decision point**

Fall 2027 track

July to August 2027 Final Engineer's Report

August 25, 2027 Board adopts Resolution of Intention

Early September 2027 Notices and ballots mailed. 45-day period begins

October 27, 2027 Public hearing, ballot tabulation, Board confirmation

Spring 2028 track

November 2027 to January 2028 Final Engineer's Report, extended informational outreach

February 23, 2028 Board adopts Resolution of Intention

Late February 2028 Notices and ballots mailed. 45-day period begins

April 26, 2028 Public hearing, ballot tabulation, Board confirmation

Both tracks

By June 30, 2028 Direct charge resolution adopted

July to August 2028 Levy submittal and certification with the County

FY 2028-29 First year of collection

Both tracks land on the same tax roll, so the choice between them does not affect when revenue begins. Fall 2027 places the ballot proceeding closest to fire season, when awareness of wildfire risk is highest, and in our experience, fire funding measures balloted during or immediately following fire season perform better than those balloted at other times of year. The 45-day period should close before the Thanksgiving and December holidays, which reliably depress ballot returns. Spring 2028 provides substantially more time for informational outreach and Board and staff preparation, and allows the survey findings to be fully worked into both the rate structure and the messaging. It gives up the seasonal advantage.

The Tradeoff

Option A delivers revenue one year sooner. Option B delivers it with the District knowing in advance what its property owners will approve, and with a real decision point in June 2027 at which the rate, the service package, or the timing can still be adjusted.

A measure that is deferred can be brought forward the following year. A measure that is rejected cannot. SCI is prepared to proceed on either path, and our recommendation will be informed by what the Task 2 fiscal analysis reveals about the urgency of the District's revenue need.

One item worth noting. If the District is able to award the contract in October and commence work November 1, 2026, the entire sequence gains approximately four weeks of margin at no additional cost, which materially improves the feasibility of Option A.

ASSESSMENT SUPPORT AND VALIDATION

In the event of a challenge to the assessments, any claims by one or more property owners that they do not receive the special benefits indicated in the Engineer's Report, or other allegations challenging the validity of the Engineer's Report and its methodology in determining the assessments, SCI will provide any necessary professional assessment engineering assistance to support the assessments without additional charge.

DISTRICT RESOURCES

SCI will carry out all tasks specified in the Work Plan and any other related services, as appropriate. The District would be responsible for the following:

- Designate a District point of contact with authority to act on the District's behalf regarding the Work Plan.
- Participate in biweekly check-in calls and periodic meetings with SCI as needed.
- Provide information and documentation regarding the District's master plan, capital and equipment replacement plans, staffing plans and cost structures, budgets and audited financial statements, incident and response time records, the services and improvements to be funded by the assessment, the annual revenue required, and additional data as requested.
- Provide access to District parcel records and coordinate with the County Assessor and Auditor-Controller as needed.
- Assist with planning, review, and coordination of action items, including scheduling of Board actions to align with the project schedule.
- Arrange for review of the Engineer's Report, resolutions, notices, and ballot materials by District legal counsel.
- Lead the District's informational outreach effort, with SCI providing strategy, materials, messenger preparation, and technical support.

QUALIFICATIONS AND EXPERIENCE

Established in 1985, **SCIConsultingGroup** is a public finance consulting firm specializing in helping California public agencies fund essential services and capital improvements. Fire protection funding is among the deepest areas of our practice. We have assisted more than 80 fire agencies statewide with local funding solutions, including fire assessment measures, special tax measures, fire impact fee programs, and Community Facilities Districts.



Our experience in fire assessment engineering specifically is what distinguishes us for this engagement. We completed seven districtwide fire assessment measures in 2025 alone, and fire protection funding has been a core practice area for SCI across four decades. John Bliss, who will serve as the District's Assessment Engineer of Record, has personally prepared and certified more fire assessments than any other engineer in California. We would encourage the District to ask that question of every firm it considers.

That distinction matters because fire assessments are not interchangeable with other benefit assessments. The special benefit analysis rests on evidence that is unique to fire protection: response time differentials, insurance market conditions, loss avoidance, and the relationship between staffing levels and outcomes at the parcel level. A firm experienced in landscape and lighting districts or street maintenance assessments is working from a different evidentiary base.

SCI's additional qualifications include the following.

- **Serving California public agencies for four decades.**
- **Technical knowledge** combined with an in-depth understanding of the **legal, operational, and funding challenges** specific to fire agencies.
- Recognized leader in **districtwide fire assessment measures**, with unmatched experience forming and implementing funding programs for fire protection services across California.
- The most comprehensive **Proposition 218 benefit expertise** in the State.
- In-house public opinion research capability, conducted by SCI rather than subcontracted.
- **Assisted over 80 fire agencies statewide** with local funding solutions, including fire assessment measures, special tax measures, fire impact fee programs, and Community Facilities Districts ("CFDs").
- Active members and frequent presenters at conferences and workshops hosted by California Special Districts Association ("**CSDA**"), the Fire Districts Association of California ("**FDAC**"), California Fire Chiefs Association ("**CalChiefs**"), and other professional organizations.
- Administers over **1,000 assessments, special taxes, and fees** for more than **200 public agencies** annually.
- **Longstanding relationships with our clients** reflect our commitment to providing the highest level of service.

FIRE AGENCY CLIENTS (PARTIAL LIST)

Amador FPD	El Dorado Hills FD	Rescue FPD
Anderson FPD	Elkhorn FPD	Ripon Consolidated FPD
Anderson Valley FD	El Medio FPD	River Delta Fire District
Arcata FPD	Esparto FPD	Rodeo-Hercules FPD
Artois-Glenn FPD	Felton FPD	San Miguel Consolidated FPD
Auberry Fire CSA50	Garden Valley FPD	Shasta Lake FPD
Branciforte FPD	Georgetown FPD	Santa Barbara County FPD
Calaveras Consolidated FPD	Greenfield FPD	Sonoma County FPD
CALFIRE	Groveland CSD	Sonoma Valley FPD
Cameron Park CSD	Higgins FPD	South Lake County FPD
Capay Valley FPD	Hopland FPD	South Placer FPD
Carmel Valley FPD	Knights Landing FPD	Spalding CSD
Chester FPD	Lake Valley FPD	Spring Lake FPD
City of Berkeley FD	Little Lake FPD	Sutter-Basin FPD
City of Manteca FD	Loomis FPD	Truckee FPD
City of Santa Barbara FD	Madison FPD	Twain Harte CSD
City of Winters FD	Mi-Wuk/Sugar Pine FPD	Ukiah Valley Fire Authority
Clarksburg FPD	Monterey County Regional FD	Vacaville FPD
Clements Rural FPD	Mosquito FPD	Valley Center FPD
County of Placer	Newcastle FPD	Waterloo-Morada FPD
County of Yolo	North County FPD	West Patton Village CSD
Cordelia FPD	North San Juan FPD	West Plainfield FPD
Cosumnes CSD	Orland FPD	Wheatland Fire Authority
Delta FPD	Pajaro Valley FPD	Williams Fire Protection Authority
Diamond-Springs FPD	Penn Valley FPD	Willow Oak FPD
Dixon FPD	Penryn FPD	Willows Rural FPD
Doyle FPD	Pioneer FPD	Winters FPD
Dunnigan FPD	Rancho Adobe FPD	Yolo FPD
El Dorado County FPD	Redwood Valley-Calpella FD	

PROJECT TEAM

SCI will employ a team approach on this engagement, working closely and collaboratively with the District.

John Bliss, M.Eng., P.E.	Assessment Engineer of Record and Principal-in-Charge. Prepares and certifies the Engineer's Report, including special and general benefit findings and cost allocations.
Brandon Vanleuven, PMP	Project Manager and the District's primary contact. Coordinates project activities, manages the schedule, and delivers work product.
Jeanette Hynson	Senior Consultant. Public opinion research, parcel database development, data analysis, and the Proposition 218 ballot proceeding.
Heather Jamison	Outreach Consultant. Informational materials, messaging, and preparation of District staff and Board for public engagements.
Admail West	Subconsultant. Printing, addressing, and mailing of surveys, notices, and ballots.

John Bliss, M.Eng., P.E., President, License No. C52091 (ASSESSMENT ENGINEER AND PRINCIPAL-IN-CHARGE)



John Bliss, President, leads SCI Consulting Group in public agency revenue mechanism implementation and administration. He has led the development and implementation of over 300 Proposition 218-compliant special taxes, property-related fees, and benefit assessments, more than all other engineers in California combined, and is a technical authority on Proposition 13 and Proposition 218 compliance who has worked with most of the leading Proposition 218 attorneys in the State. John graduated from Brown University with a Bachelor of Science in Engineering and holds a master's degree in Civil Engineering from the University of California, Berkeley, where he was a Regents' Scholar. He is a licensed professional Civil Engineer in the State of California.

Brandon Vanleuven, PMP, Senior Consultant (PROJECT MANAGER)



Brandon Vanleuven has served as lead on several districtwide fire assessment measures during his five years with SCI, including the Felton Valley Fire Protection District, where he guided strategy development, established sustainable assessment rates, and supported compliance with Proposition 218. He brings over ten years of expertise in project management, database administration, and financial analysis for clients in the public finance and special district sectors. Brandon holds a Bachelor of Science in Business Administration from Colorado State University Global Campus and a Master of Science in Management, Project Management, from Colorado Technical University.

Jeanette Hynson, Senior Consultant (PROJECT SUPPORT)



Jeanette Hynson specializes in Proposition 218 benefit assessments and community facilities districts, and contributes over 25 years of experience in public opinion research and local revenue measure balloting. She has managed formation projects funding fire protection and prevention, mosquito and vector control, parks and recreation, open space, and landscape and lighting services, across all phases from feasibility analysis and public opinion research through balloting and informational outreach. She brings particular strength in complex database systems, data analysis, and GIS analysis.

Heather Jamison, Consultant (OUTREACH CONSULTANT)



Heather Jamison brings over a decade of experience in strategic communications, stakeholder engagement, and project management. She has directed outreach campaigns and coordinated complex public initiatives, and excels at helping agencies engage meaningfully with diverse audiences through transparent, inclusive participation processes. Heather holds a Bachelor of Arts in Sociology from California State University, Sacramento, and an Associate of Arts in Social Sciences from Napa Valley College.

Admail West (SUBCONSULTANT, MAIL HOUSE)



SCI intends to print and mail the notices and assessment ballots through our trusted supplier, Admail West, renowned for its extensive experience in handling such tasks. Admail West has successfully managed the printing and mailing of over 7 million assessment ballots for SCI, demonstrating its reliability and expertise in this area. Additionally, they oversee official election mail for multiple County Elections departments. Amber Cox-Espejo will serve as the project manager for Admail West. For more information about Admail West, please visit their website at <https://www.admailwest.com/>.

RELEVANT FIRE SERVICE FUNDING MEASURES

The District's Request for Proposals asks for examples of relevant fire service funding measures. The five below were all completed within the past two years by the team proposed for this engagement. Four passed. One did not, and we have included it deliberately.

Ripon Consolidated Fire District (2026)

The District had previously taken a fire funding measure to its property owners in 2024, prepared by another firm. That measure failed at 45.9%, in part because of problems with the ballot documents themselves. SCI was retained to rebuild the effort from the ground up. We reconstructed the parcel database, developed a new apportionment methodology, and ran a corrected Proposition 218 proceeding. The measure passed with approximately 68% weighted support at a rate of \$249.98 per single-family parcel, funding six additional firefighters and staffing for a second engine company. SCI continues to work with the District on related fire funding matters.

Reference: Chief Eric DeHart

City of Santa Barbara Fire Department (2026)

The City pursued a wildland fire funding measure covering the high fire hazard areas within its jurisdiction, an assessment involving complex benefit apportionment across widely varying parcel conditions and fire exposure. SCI conducted a property owner survey prior to the ballot proceeding, and the survey findings informed both the rate structure and the informational program. The measure was tabulated on June 30, 2026, and passed with 52.95% weighted support. Margins of that size do not happen by accident; they are the product of testing the rate before committing to it.

Reference: Chief Chris Mailes

Felton Fire Protection District (2025)

The District initially explored a parcel tax before concluding that a benefit assessment was the better instrument for its circumstances. SCI conducted the comparative analysis supporting that decision, then developed the assessment methodology and ran the proceeding. The measure passed with 67.88% weighted support at \$697.43 per single-family parcel, generating approximately \$1.7 million annually. This engagement is directly relevant to the comparative analysis called for in the District's Task 3.

Reference: Interim Chief Isaac Blum

Orland Fire Protection District (2025)

SCI prepared the Proposition 218 study, assessment engineering, and balloting for this rural Northern California district. The measure passed at a rate of \$56.25 per single-family equivalent. Orland demonstrates that the methodology scales to smaller rural districts where the revenue requirement is modest and the parcel base is limited, and where every dollar of the assessment has to be justified to property owners who know exactly what they are paying for.

Reference: Chief Justin Chaney

Groveland Community Services District (2026)

We include this measure because it did not pass, and because the reason it did not pass is directly relevant to the District's decision.

SCI was retained in January 2026 to develop a fire assessment for the District, which faced the loss of its CAL FIRE Schedule A contract without new revenue. The scope did not include a public opinion survey. The rate, \$475.64 per single-family equivalent, was derived from the District's revenue requirement rather than tested against what property owners would support. Ballots were mailed in May and tabulated on July 8, 2026. The measure was rejected 60.5% to 39.5%.

The engineering was sound, and the process was disciplined. What was missing was the information that would have told the District, before it committed, that the rate was beyond what its property owners would approve. SCI remains engaged with Groveland, which has since formed a citizens advisory committee to guide a subsequent effort, and its General Manager is available to this District as a reference.

Reference: Pete Kampa, General Manager

FEE SCHEDULE AND MANNER OF PAYMENT

In consideration of the work accomplished, as outlined in the Work Plan, SCI shall be compensated as detailed below. Fees for each task are fixed, not-to-exceed amounts. SCI will not exceed the fee shown for any task, or the total shown, without prior written authorization from the District.

TASKS ^{1,2}	FEE
Task 1: Project Initiation and Data Collection	\$7,700
Task 2: Fire Services Fiscal Analysis	\$18,500
Task 3: Funding Measure Design and Rate Methodology Development	\$11,500
Task 4: Preparation of the Engineer's Report	\$25,900
Task 5A: Public Opinion Research and Mailed Survey ³	\$33,000
Task 5B: Public Engagement and Non-Advocacy Informational Outreach Support	\$26,400
Task 6: Proposition 218 Proceedings and Balloting Support ³	\$64,300
Task 7: Project Management and Deliverables	Included
Task 8: First Year Levy Submittal and Administration	\$8,300
Professional Services Subtotal	\$195,600
Incidental Costs ⁴	\$4,000 NTE
Contingency ⁵	\$9,000 NTE
TOTAL AUTHORIZATION	\$208,600

¹ The Work Plan includes up to four in-person meetings. As necessary and at the discretion of the District, SCI will attend additional in-person meetings at the in-person meeting rate of \$1,900 per consultant per meeting for the duration of the Work Plan.

² SCI shall submit an invoice upon completion of each task, or upon completion of a portion of a task, with payment due upon receipt. However, for Task 5A and Task 6, SCI will invoice 60% of each task fee in advance to partially cover required deposits for printing, addressing, mailing, and postage. These advance payments must be received prior to mailing the survey and prior to mailing the notices and ballots.

³ The fees for Task 5A and Task 6 include all direct costs associated with printing, addressing, mailing, and both outbound and return postage.

⁴ Customary incidental expenses, including travel, lodging, printing, postage, data, or other out-of-pocket costs, shall be reimbursed at actual cost plus 10% not to exceed \$4,000, without prior authorization from the District. Mileage expenses shall be billed at the IRS-approved rate.

⁵ The contingency amount will be drawn upon only with prior written authorization from the District, and only for work outside the Work Plan. Any unused contingency will not be invoiced.

ADDITIONAL INFORMATION

Employment Policies. SCI Consulting Group ensures compliance with all civil rights laws and other related statutes. SCI does not and shall not discriminate against any employee in the workplace, against any applicant for such employment, or against any other person because of race, religion, sex, color, national origin, handicap, age, or any other arbitrary basis.

Conflict of Interest Statement. SCI has no known past, ongoing, or potential conflicts of interest for working with the District, performing the Work Plan, or any other service for this Project.

Insurance. SCI carries professional Errors and Omissions insurance in the amount of \$2 million per occurrence and \$2 million aggregate. SCI also carries general liability insurance in the amount of \$2 million per occurrence and \$4 million aggregate.

Independent Contractor. If selected, SCI shall perform all services included in this proposal as an independent contractor.

Indemnification. Pursuant to California Civil Code Section 2782.8, SCI will defend and indemnify the District for claims directly resulting from the negligence, recklessness, or willful misconduct of SCI in the performance of the work.

Cancellation. The District or SCI may end the engagement without cause with reasonable written notice. In the event that the engagement is canceled, payment shall still be due for all work performed, including any portion of a task, by SCI through the date of the notification of cancellation.