

From: [Jennifer Ott](#)
To: [CityCouncil-List](#)
Cc: [Erin Smith](#); [Liz Acord](#)
Subject: Proposals Related to Agenda Item 5-O
Date: Monday, November 27, 2023 5:33:38 PM
Attachments: [image001.png](#)
[Administration Services for Alameda's Non-bonded Special Financing Distr....pdf](#)
[Administration Services for Alameda's Non-bonded SFDs NBS Oct 2023.pdf](#)

Mayor and City Council:

Per a Councilmember question, please find attached the two proposals received in response to the RFP staff issued related to Agenda Item 5-O contract. These will be uploaded to the agenda item.

Thanks,
Jen

Jennifer Ott, she/her
City Manager
City of Alameda
jott@alamedaca.gov
510-867-8237



October 14, 2023

Public Works Department
ATTN: Liz Acord
lacord@alamedaca.gov

Re: Proposal for Administration Services of Non-Bonded Special Financing Districts

To Whom it May Concern:

SCI Consulting Group (“SCI”) is pleased to submit this proposal for professional Administration Services of Non-Bonded Special Financing Districts, and related consulting services, to the City of Alameda (“City”) for your review. We have thoroughly reviewed the City’s September 28, 2023 Request for Proposal and we have the experience and expertise to provide all services described in the Scope of Work. We understand that the City desires assistance with the annual administration of:

1972 Act Assessment Districts

- Landscape and Lighting District (LLAD) 84-2
- Maintenance Assessment District (MAD) 01-01

Community Facilities Districts (CFD)

- Bayport 03-01
- Alameda Landing 13-2
- Marina Cove II 14-1
- Alameda Point 17-1

SCI provides comprehensive levy administration services to over 200 local government agencies throughout California including reporting and estimating, on call services, and first year audits. The City’s finance districts provide important revenues that need to be calculated, administered, and collected accurately and efficiently. The annual levy administration scope of services should include the annual preparation of Proposition 218-compliant Engineer’s Reports/CFD Tax Reports and other supporting documents, which establish the foundational basis for the continued collection of the City’s assessments and taxes. These reports and the assessment engineering for the City’s current assessments should include ongoing enhancements or clarifications to address important recent court decisions and additional requirements that impact nearly all existing benefit assessments in California. As is typical, every time SCI takes over the annual administration of existing levies, we perform a comprehensive review of all parcels, the most recent engineer’s reports, assessment diagrams, resolutions, staff reports, and other relevant material.

We respectfully offer the following information for your consideration:

Existing Levy Optimization Expertise

As noted, SCI Consulting Group's primary expertise is administering assessments, fees, charges, and special taxes for public agencies. We have never missed a levy submission deadline with over 37 years of experience in this specialized field. We have an unparalleled track record of finding additional revenues for agency levies previously administered by another firm.

Recovered Revenues

In fact, in nearly every case in which SCI has begun to administer special levies previously managed by another firm or public agency, we have often uncovered significant additional revenues due to incorrect previous amounts or missing parcels that should be subject to the levies.

Low Overhead/Low-Cost Provider

We understand that assessment engineering services must provide cost-effectiveness, mainly to keep the costs within budget constraints. For this reason, we maintain the lowest overhead and leanest structure in the industry. While other firms maintain multiple offices, hierarchical administration, and much higher overhead costs, we operate more effectively and with much lower overhead from one central office in an economically favorable business area.

Benefit Assessment Success and Expertise

We are proud of our industry-leading record of success with assisting public agencies with increasing their revenues. For agency-wide revenue measures, including a survey, SCI has a success rate of over 91% with over 140 successful ballot measures.

Working Knowledge and Success with the City of Alameda

Below are our recent projects for the City of Alameda:

- **Rent Program Regulatory Fee Study**
Lois R.P. Butler, Economic Development and Community Services Manager (2018-2020)
- **Cannabis Policy Services incl. Applications, Community outreach & regulatory fees**
Elizabeth McElligott, CDA, Assistant Planning Director (2017-2021)
- **Storm Drainage Fee Study, balloting, outreach and annual administration**
Jim Barse, Clean Water Program Specialist (2018-2019)

Knowledge of City of Alameda County and Its Local Area We have worked extensively throughout Alameda County and local cities, including currently serving as Assessment Engineer for the City of Hayward. We currently provide assessment engineering, property-related fee and/or special tax consulting services to the following agencies:

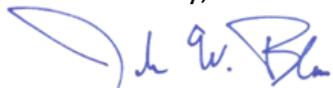
- AC Transit, Alameda County Mosquito Abatement District, Alameda County Vector Control Services District;
- Cities of Alameda, Hayward, and Oakland;
- Albany USD Dublin USD, Hayward USD, and San Lorenzo USD.

Proposition 218 Expertise

We have worked extensively with the leading Proposition 218 specialized attorneys in the State to ensure that all assessments we manage fully comply with court decisions and guidance, including Silicon Valley Taxpayers Association, Dahms, and other critical decisions. If SCI is selected to work with the City, we will perform this vital work as part of the scope of our services. We invite the City to contact us directly for more information about this important issue.

We look forward to this opportunity to assist the City and stand ready to proceed. If you have any questions or require additional information, please do not hesitate to contact me. I can be reached at (707) 208-0940 or by email at john.bliss@sci-cg.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "John W. Bliss". The signature is stylized and cursive.

John W. Bliss, P.E., President
SCI Consulting Group

1. Statement of Qualifications

a) Organization

The administration of the City's special levies is an important fiduciary responsibility that should entail significant effort to ensure that the special levies are collected accurately and defensibly. We have gained unparalleled and comprehensive data management and compliance expertise through designing and establishing many new post-Proposition 218 benefit assessments.

SCI is a public finance and urban economic consulting firm with over 37 years of expertise in assisting public agencies in California with planning, justifying, and successfully establishing new revenues for their service and capital improvement needs and objectives and managing special levies. SCI possesses extensive CFD tax and Proposition 218 benefit assessment engineering and formation expertise, particularly for agency-wide levies that are much more difficult to win than new development projects or neighborhood assessments.

SCI provides year-round special tax and assessment administration services and planning services for clients throughout California. Our firm currently administers over 1,000 taxes, assessments, and fees for 200 public agencies, comprising 13,000,000 parcels. SCI's planning projects have included hundreds of development impact studies, facility and financing plans, demographic studies, cost of service and fee justification studies, and other planning and real estate studies.

SCI also offers extensive expertise with important procedural issues involving benefit assessments, special taxes, and fees. The principals at SCI are acknowledged experts on these public financing mechanisms and were involved with the cleanup legislation for Proposition 218.

SCI has not had any mergers, acquisitions, or sales in its 37-year history. There is no pending litigation against SCI. SCI has never filed (or had filed against it) any bankruptcy or insolvency proceeding, voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors.

SCI employs approximately 20 people at its primary location in Fairfield, California. The annual engineering and administration work for this project will be conducted at the Fairfield office. SCI staff is well experienced and well-trained in all aspects of the engineering, data analysis, mapping, legal, political, and administrative work required for this project.

b) Experience

Below is a partial list of SCI's similar and relevant projects. SCI employs approximately 20 people at its primary location in Fairfield, California. The annual engineering and administration work for this project will be conducted at the Fairfield office. SCI staff is well-qualified to do this work.

CITY OF VACAVILLE

650 Merchant Street
Vacaville, CA 95688
(707) 469-6500

Contact: Brian McLean, Deputy Director, Public Works

Email: brian.mclean@cityofvacaville.com

Total Annual Project Cost: \$25,390

- SCI client since 1996
- Levy administration for 134 assessment districts

SCI was initially hired in 1996 to administer over 50 existing landscaping and lighting assessments in the City and to assist the City with Proposition 218 compliance services. Upon review of all of the existing assessments, we determined eight assessments required ballot approval to continue, pursuant to Proposition 218. SCI assisted the City with the successful ballot and assessment re-confirmation for all eight assessment districts.

In the first year of administering the assessments that were previously managed by another firm, we uncovered over \$25,000 of annual revenues that had not been correctly assessed by the previous firm. Since 1996 we have accurately and efficiently administered the City's assessments and have assisted the City with successfully establishing over 80 new Landscaping and Lighting assessment districts. The City's assessment districts currently generate over \$4.3 million in annual revenues for the City.

CITY OF PLACENTIA

401 East Chapman Avenue
Placentia, CA 92870
(714) 993-8148

Contact: Luis Estevez, Deputy City Administrator

Email: lestevez@placentia.org

Total Annual Project Cost: \$25,390

- SCI client since 2014
- \$54,000 in additional annual revenues uncovered in the first year of administration.

SCI was initially hired in January of 2014 to take over the annual administration of Placentia's landscape maintenance and street lighting districts. In the first year of our administration, we uncovered over \$54,000 in additional annual revenues due to previous under-collections and miscalculated levies for certain parcels.

In late spring, the City decided to task us with a Proposition 218 proceeding to increase their Landscape Maintenance District 92-1. In addition to updating their existing pre-Proposition 218 Engineer's Reports, we developed a new Proposition 218-compliant Engineer's Report for a new landscape maintenance district that would exactly overlay the existing one. SCI completed the Engineer's Report and the Proposition 218 proceeding, including resolutions, staff reports, ballots, notices, and other public outreach materials within the short time frame to meet the County's August 10th tax roll deadline. The short time frame did not allow for any public opinion

research, so the balloting went forward without that valuable information. Unfortunately, the balloting did not reach the majority support required for passage, and the new overlay district assessment was not implemented.

CITY OF ALAMEDA: WATER QUALITY & FLOOD PROTECTION INITIATIVE

950 West Mall Square

Alameda, CA 94501

Contact: Jim Barse, Clean Water Program Specialist

Telephone: (510) 747-7950

E-mail: jbarse@alamedaca.gov

Project Staff: Melanie Lee, SCI

Total Project Cost: \$196,151

The City of Alameda desired to explore and possibly implement a stormwater funding mechanism to fund an array of stormwater-related needs as outlined in several planning documents compiled since 2008. The City of Alameda hired SCI to work through the process in three stages: 1) Program needs evaluation and funding options; 2) Public opinion survey to ascertain the community's priorities and willingness to fund this critical infrastructure program; and 3) Implementation of a funding mechanism if sufficient support existed. After completing the first phase, SCI conducted an opinion survey that showed approximately 59% of the community supported an investment in the City's stormwater infrastructure to protect the environment and improve the aging storm drain system.

SCI was authorized to proceed with a Stormwater Fee Rate Study and implementation of a property-related fee process. Property owners approved the fee initiative with 57% support. SCI continues to provide the annual administration of this fee.

CITY OF LOMPOC

100 Civic Center Plaza

Lompoc, CA 93436

(805) 875-8203

Contact: Dean Albro, City Manger

Email: d_albro@ci.lompoc.ca.us

Total Annual Project Cost: \$19,345

- SCI client since 2002
- Levy administration for Landscaping and Lighting Assessment District and CFD
- Submitted levies for 11,000 parcels

SCI was initially hired in 2002 and assisted the City with a successful assessment ballot proceeding to form a Landscaping and Lighting Assessment District which provides funding for the installation, maintenance, and servicing of parks and recreation facilities within the City. Since the successful formation of the Assessment District in 2022, SCI has served as the City's Engineer of Record and assessment administrator. During this time, we have also assisted the City a CFD formation in 2018 and currently serve as the levy administrator.

c) Team

If selected for this project, Edric Kwan, P.E., would serve as the assessment engineer and prepare the annual Engineer's Reports, special and general benefit findings, and other upgrades and enhancements to address recent court decisions and legal challenges to assessments. Melanie Lee, Senior Consultant, will serve as the project manager and the day-to-day contact for these services and work with John on the assessment parcel data processing. Blair Aas, Director of Planning Services, will provide the CFD annual administration services. John Bliss will provide support and peer review.

Edric Kwan, P.E. Vice President, License No. C62829



Mr. Kwan has 25 years of experience serving the public works industry. His last 20 years have been with the public sector with 13 of those years in public works director and/or city engineer roles for the County of Alameda, Cities of Richmond and Martinez, and Town of Moraga. He also worked for the City of Alameda from 2003 to 2005 as an Associate Civil Engineer to develop and manage the Capital Improvement Program. During his municipal career, he oversaw revenue compliance requirements for two sanitary sewer districts, one water district, nine landscaping and lighting districts, two pavement sales tax measures, five cleanwater programs, nine flood control zones, and one well standard program.

Mr. Kwan's firsthand experience relating to the financial challenges of maintaining public infrastructure, including dealing with costly emergency infrastructure failures, led him to join SCI in 2022 to assist other agencies with meeting their revenue needs. He currently serves as the Levy Administrator and Lead Assessment Engineer for the annual administration of Alameda-Contra Costa Transit District's Measure C1 Parcel Tax; Culver City Unified School District's Measure K Parcel Tax; City of Diamond Bar's Landscape Assessment Districts No. 38, 39-2002 and 41-2021; City of Menlo Park's Landscape Assessment District and Stormwater Management Plan Regulatory Fee; and Monterey County Mosquito Abatement District's Mosquito and Disease Control Assessment.

He was appointed by the President of the American Public Works Association to serve as Chair of the National Committee on Diversity, Equity, and Inclusion (DEI). Since 2005, he has been an avid dragonboat paddler for two Alameda teams: Alameda Dragon Flyers and Summon the Dragon. He is a licensed Civil Engineer with a Bachelor of Science in Civil Engineering from the University of California at Berkeley.
Assessment.

<https://www.linkedin.com/in/edric-kwan-b6458064/>

Melanie Lee, Senior Consultant



Melanie Lee is a seasoned professional with over 16 years of experience in managing new local revenue measure balloting projects and public opinion research at SCI. She has a proven track record of success in all phases of a new revenue project, from initial feasibility analysis to public opinion research, and through balloting and information outreach. Ms. Lee has a keen eye for analyzing complex data to produce accurate records in her projects.

Ms. Lee is an accomplished project manager, consistently meeting her clients' needs in a timely and efficient manner. She has successfully managed formation projects for a wide range of services, including mosquito and vector control, fire protection, park and recreation, and stormwater. Additionally, Ms. Lee co-leads SCI's levy administration oversight group, where she applies her extensive knowledge and experience to ensure successful outcomes. She has additional training in ArcGIS and StoryMaps.

Prior to joining SCI, she worked as a sales analyst in the wine industry, developing her strong people skills that have proven to be a valuable asset in her current role. Ms. Lee earned her Bachelor of Arts in Business Administration from St. Mary's College in Moraga, CA. She enjoys working with new hires to ensure their success at SCI and is passionate about contributing to the company's growth and success.

Melanie led the Rent Study and Storm Drainage Fee projects for the City of Alameda.

<https://www.linkedin.com/in/melanie-lee-36078629/>

Blair Aas, Director of Planning Services



Blair specializes in the areas of developer mitigation, Mello-Roos CFD formations, development impact fees, and other new revenue mechanisms to offset the need for new or increased services and public facilities to serve new development. With over 20 years of experience in public finance and developer mitigation, Blair has developed extensive expertise in assisting public agencies in addressing the financial impacts of new development. He

has prepared over 100 impact fee programs and public facility financing plans. In this capacity, Blair has strong analytical experience in the inception of solid public facility planning and financial analyses.

Blair graduated from Boise State University with a B.A. in economics, emphasizing public finance. He is a frequent presenter on local funding mechanisms for public agencies at annual conferences and area workshops held by the California Society of Municipal Finance Officers, the California Special Districts Association, and the Fire District Association of California. Blair is a commercial associate member of the California Society of Municipal Finance Officers, a member of the CSDA Legislative Committee Budget, Finance, and Taxation Working Group, and a former Community Resources Commissioner for the City of Fairfield.

<https://www.linkedin.com/in/blairaas/>

2. Statement of Exceptions

SCI proposes the following exception to 9. HOLD HARMLESS:

- a. To the fullest extent permitted by law, Provider shall indemnify, defend (with counsel acceptable to the City) and hold harmless the City, its City Council, boards, commissions, officials, employees, agents and volunteers (“Indemnitees”) from and against any and all loss, damages, liability, obligations, claims, suits, judgments, ~~costs and expenses whatsoever~~, including reasonable attorney’s fees and costs of litigation (“Claims”), arising from or in any manner connected to Provider’s performance of its obligations under this Agreement ~~or out of the operations conducted by Provider even if the City is found to have been negligent. If the Claims filed against Indemnitees allege negligence, recklessness or willful misconduct on the part of Provider, Provider shall have no right of reimbursement against Indemnitees for the costs of defense even if negligence, recklessness or willful misconduct is not found on the part of Provider.~~ Provider shall not have any obligations to indemnify Indemnitees if the loss or damage is found to have resulted solely from the negligence or the willful misconduct of the City. The defense and indemnification obligations of this Agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this Agreement.
- b. As to Claims for professional liability only, Provider’s obligation to defend Indemnitees (as set forth above) is limited as provided in California Civil Code Section 2782.8.
- c. Provider’s obligation to indemnify, defend and hold harmless Indemnities shall expressly survive the expiration or early termination of this Agreement.

3. Work Plan and Cost Estimate

SCI will perform all required tasks for the complete annual administration of the City’s Non-Bonded Special Financing Districts levies including all tasks listed in II. Scope of Services in the RFP document. SCI will organize a kick-off meeting to discuss overall project goals and standards and the schedule and deadlines. The following is a general outline of our scope of work and approach.

First-Year Review and Set-Up

SCI will conduct a first-year review, including a geographical/zone review, to confirm that correct parcels are subject to the assessments. The approved methodology for the Landscaping and Lighting Districts and CFDS will separately be used to evaluate and recalculate all levies compared with the previous year’s levies. As appropriate, SCI will make recommendations for upgrades to improve compliance with Proposition 218 and relevant tax law, including issues of proportionality, levy method and general versus special benefit, and other legal requirements. SCI will review proposed upgrades with City staff, City Council, legal counsel, and other parties and will incorporate. Upon completion of the audit, SCI will meet with the City to discuss its

findings and determine policy and procedures going forward. SCI will also assist the City with a financial sustainability review of each of the Districts and make recommendations for next steps to address any issues.

Assessment Engineering, Engineer's Reports and Tax Reports

As the Assessment Engineer of Record, SCI will prepare a preliminary Engineer's Reports annually, including each assessment district zone and for the Landscaping and Lighting Districts. The Engineer's Reports will include a description of services and improvements, cost estimates, assessment methodology, assessment diagram, and the assessment roll. Additionally, each year SCI will carefully evaluate all Proposition 218 developments and legal issues that may have a bearing on the levies. SCI will work closely with City staff to develop CFD tax reports and/or other documentation.

Preparation of Resolutions, Notices, Staff Reports and Mailings, etc.

SCI will prepare all resolutions, staff reports, the notices of public hearings, and agenda reports to continue the special levies. SCI will also assist with the publication of the notices for the continuation of the special levies.

Determination of Final Levies

After the close of each fiscal year, SCI will determine the final levies based on the final lien roll data as of July 1. All new or changed parcels will be identified, and the final levies determined on a parcel-by-parcel basis.

Quality Assurance and Quality Control

We take great pride in our levy administration process and stringent quality control and oversight to ensure the levies' accuracy. Each year for every special levy, we run over 50 checks and validation queries on each parcel, so any parcels that may require additional research can be identified, researched, and determined.

After the levy administrator has determined the preliminary levies, another will perform a complete independent peer review and audit, including a parcel-by-parcel confirmation of the levies. Before finalizing the levies, a manager will perform another full round of quality assurance and review. These multiple-stage reviews and quality assurance steps are a key element in SCI's proven ability to ensure and maximize levy revenues for our clients.

Levy Submittal and Confirmation

Once the special levies have been internally approved, SCI prepares the final levy rolls for submittal to the County Tax Collector. SCI will meet the Tax Collector's levy roll submission requirements and provide them with the necessary documentation to include the special levies on the County's consolidated property tax bills. We have never missed a levy submittal deadline. Additionally, electronic levy rolls sorted by assessor parcel number and property owner's name will be prepared and submitted to the City. SCI will receive written confirmation and communicate the confirmation to the City upon receipt and approval of the levies.

Inquiries and Information Requests

SCI will coordinate with the County Tax Collector for our taxpayer inquiry line (800-273-5167) to be placed alongside the levy amount on the tax bill so property owners, title companies, and other interested parties can contact us throughout the year with questions regarding the levies. Our representatives are fluent in English and Spanish, and calls are returned within 24 hours. SCI will represent the City professionally and minimize any inconvenience to the inquiring taxpayer and the City.

Annexations

If the City desires a landowner annexation, our services can be comprehensive in nature, including initial feasibility analysis and working with the City and property owner representatives, preparing the notice and assessment ballot, managing the ballot proceeding, managing the public hearing, and close of balloting, and certifying the ballot results.

Fees

In consideration of the work accomplished, as outlined in this proposal, SCI shall be compensated as detailed below.

	2024-25	2025-26	2026-26	2027-28	2028-29
First Year Audit & Engineer's Report	\$11,750				
Landscape and Lighting District (LLAD) 84-2	\$9,750	\$10,043	\$10,344	\$10,654	\$10,974
Maintenance Assessment District (MAD) 01-01	\$7,400	\$7,622	\$7,851	\$8,086	\$8,329
Bayport 03-01	\$4,850	\$4,996	\$5,145	\$5,300	\$5,459
Alameda Landing 13-2	\$4,850	\$4,996	\$5,145	\$5,300	\$5,459
Marina Cove II 14-1	\$4,850	\$4,996	\$5,145	\$5,300	\$5,459
Alameda Point 17-1	\$4,850	\$4,996	\$5,145	\$5,300	\$5,459
Maximum Direct Reimbursable Expenses	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Contract Authorization	\$49,800	\$39,147	\$40,276	\$41,439	\$42,637

Customary incidental expenses, including property data, travel, and other out-of-pocket costs, shall be billed as incurred, with a total amount not to exceed \$1,500 per fiscal year without prior authorization from the District. The cost of publication of the legal notice of public hearing will be billed as incurred.

The Work Plan includes one (1) in-person meeting with the District for the first fiscal year and one (1) in-person meeting for each subsequent year. Any additional in-person meetings shall be charged at the rate of \$550 per person per meeting.

For out-of-scope services, our hourly billing rates are provided below:

Title	Hourly Billing Rate
President	\$297
Vice President	\$276
Director	\$227
Senior Consultant	\$211
Support Staff	\$76

Additional Information

Employment Policies. SCI does not and shall not discriminate against any employee in the workplace or 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. SCI Consulting Group ensures compliance with all civil rights laws and other related statutes.

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.

Aerial view of City of Alameda
via Google Earth



CITY OF ALAMEDA

Proposal for:

**Administration Services for
Alameda's Non-bonded Special
Financing Districts**

October 13, 2023



nbsgov.com



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

nbsgov.com

October 13, 2023

City of Alameda
Public Works Department
ATTN: Liz Acord
Submitted electronically via lacord@alamedaca.gov

RE: Proposal for Administration Services for Alameda's Non-bonded Special Financing Districts

Dear Ms. Acord,

Thank you for considering NBS for providing Annual Administration Services for Non-Bonded Special Financing Districts to the City of Alameda (City). NBS is pleased to submit this proposal and we appreciate the opportunity to continue to partner with the City. Since 1997, NBS has been providing administrative services for the City's two Landscape and Lighting Maintenance Districts LLAD No. 84-2 and MAD No. 01-01, which now also includes four Non-Bonded Community Facilities Districts No.'s 03-1, 13-2, 14-1 and 17-1.

NBS has been the industry leader in the use of Special Financing Districts for the last 27 years and is also a registered Municipal Advisor. By re-selecting NBS, there is zero impact on staff to transition any work product or lose our institutional knowledge of these Special Districts. We currently provide comprehensive services to more than 1,200 Districts across 200 agencies in 45 counties placing **over \$1 Billion** on the current tax rolls, including Alameda County. Click [this link](#) to see our video covering NBS' capabilities in SFD Administration.

Should the City find it provides additional value to our services, we could develop an ongoing "community outreach plan" as part of the Special Financing Districts program to keep lines of communication open with the public. The community outreach plan should be designed and customized to meet the priorities and objectives of the community to develop the public's trust, utilizing communication and transparency in all related efforts. Public engagement will also be an important component of any effort to increase rates or reform districts and NBS' CivicMic team was borne out of our clients' needs to involve the community in these situations.

Enclosed is our full proposal which we believe not only addresses the requirements of this RFP, but exceeds them in valuable ways for your City. We hope to be re-selected to continue providing these important services in partnership with City staff. Please contact me at 800.434.8349 or via email at amccargo@nbsgov.com if you have any questions or would like to discuss our professional qualifications further. We would genuinely like to renew our work on these important projects and help the City continue to move forward successfully.

Sincerely,

Adina McCargo
Director

Michael Rentner, Authorized Signer
President

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1 | COMPANY QUALIFICATIONS



AT-A-GLANCE: HELPING COMMUNITIES FUND TOMORROW

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

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

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

CONTACT: Adina McCargo
800.434.8349
amccargo@nbsgov.com

\$1B LEVIED*

LEGAL NAME NBS Government Finance Group **DBA** NBS **60** EMPLOYEES

INDIVIDUAL AUTHORIZED TO NEGOTIATE AGREEMENT
Michael Rentner, President

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

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

**NBS levied over \$1 billion for FY 2023/24 across more than 6.5 million parcels.*

District Consulting Group

The NBS District Consulting Group ensures your Special Financing Districts (SFD) and related revenue tools are well-developed from their inception, and then administered robustly over their lifetime.



We act as strong advocates for our public agency clients to ensure that any SFD or other revenue tool is appropriate and well-crafted for the need. Throughout our engagement, we provide sage guidance and recommendations. We are often called upon to present complex issues to councils, boards and interested parties.



We have supported thousands of SFDs including millions of parcels and have worked through virtually every conceivable challenge in their use. Our experience is with all manner of special assessments, special taxes – including Community Facilities Districts (CFDs) – and other fees.



Whether the need is identifying and funding negative fiscal impacts, financing needed infrastructure, or providing community-desired services, our expert consultants have deep experience and help navigate the challenges.

Statement of Qualifications

As mentioned in our cover letter and At-A-Glance table on the prior page, NBS has nearly three decades of special tax and assessment district administration and formation experience. Specifically, we provide Special Tax and Assessment Levy services to more than 1,200 districts across 200 agencies in 45 counties within 3 states for a total of **over \$1 billion per year** in levies, charged on over 6.6 million parcels. Our qualifications provide the City with the confidence that NBS can best meet the City's project goals and objectives.

Over the last five (5) years, NBS has grown its employee base from 43 to 60 qualified staff members. Our team has low staff turnover and is respected for the longevity of staff. In 2014, NBS became a 100% employee-owned firm, which has strengthened that trend. The NBS project members assigned to this team are based out of our corporate Temecula office in Southern California, which include 35 staff members. We assure the City that NBS has multiple clients throughout the state, and the staff assigned to this project are readily available and equipped to serve the City of Alameda with the utmost level of client service.

NBS is in a strong financial position with little to no debt and is not involved in any bankruptcy proceedings, pending litigation, planned office closures, impending merger or any other situation that would impede our ability to perform the Administration services for Alameda's Special Financing Districts.

Our Publications

We believe in continuing education, not only for our own team, but also for our clients and municipal staff.

As industry leaders, we have a unique set of qualifications and experience in the work we perform. In that regard, we have published four booklets on related industry topics that can be downloaded at no charge at www.nbsgov.com/insights (click on NBS Publications).

For a hard copy, please call 800.676.7516 or email contactnbs@nbsgov.com.

- **Special Financing Districts (SFDs)** has been credited as the best publication on SFDs in a decade by prominent industry professionals.
- **Rates, Fees and Charges Compendium** has received high regard and interest from industry professionals.
- **Stormwater: A Ten-Step Funding Plan** addresses the spectrum of stormwater needs in California.
- **Community Facilities Districts (CFDs)** explains this robust funding and financing tool for local governments in California.



As mentioned in our cover letter, check out our video covering NBS' capabilities in [Special Financing District Administration](#).



As communication is paramount, the NBS team developed the **CivicMic** platform, which focuses on providing collaborative governance services including outreach, public engagement, and adaptive management, bringing citizen voices into the governance process. Through our customized approach, we engage residents of diverse backgrounds for unique perspectives using social media and other collaborative activities.

Client Testimonials

One of the greatest confirmation of our qualifications is feedback from our clients. Below highlights a few client testimonials.

“Quality is paramount in the services NBS provides, and we have faith in your professional abilities, accuracy, timelines and overall integrity.” – John Donoghue, Deputy Treasurer



CITY OF
FOLSOM
DISTINCTIVE BY NATURE

SFD FORMATION & ANNUAL ADMINISTRATION | 2001 - PRESENT

“I’m confident the City has made the correct choice with NBS moving forward. I have to add, the level of service we have received from the NBS Team in just the last several months has completely outclassed the service I had previously experienced in this position.”



Tim Carney
collection system
superintendent

ASSESSMENT DISTRICT ADMINISTRATION | 2021 - PRESENT

“In the world of government financing, there is no better partner for us than NBS. They prepare you for the coming challenges and are always one step ahead.”



DEAN WETTER
general manager

CFD AND LMD FORMATION & ADMINISTRATION | 1997 - PRESENT

2 | EXPERIENCE

NBS has been providing these very services for all 27 years of the company's existence. Below is a sampling of recent projects and references similar in scope and magnitude to the City's needs.

CITY OF ALAMEDA

SPECIAL FINANCING DISTRICT FORMATION AND ANNUAL ADMINISTRATION SERVICES

Service Dates: 1997 – Present

Approximate Contract Value: \$69,000



Contact Information

Liz Acord
Public Works Coordinator
950 West Mall Square
Alameda, CA 94501
P: 510.747.7957
E: lacord@alamedaca.gov

NBS administers the City's Special Financing Districts (SFDs), which include Assessment Districts (ADs), Bonded and Non-Bonded Community Facilities Districts (CFDs), and a Citywide Sewer Charge. NBS has also formed both Bonded and Non-Bonded CFDs for the City. NBS provided assessment engineering services for several zones of the Landscaping and Lighting District No. 84-2, which allowed for significant increases in revenue and the addition of inflationary factors. NBS provided detailed general and special benefit analysis and assessment engineering services during which many data points and criteria were reviewed to ensure compliance with the State laws and City procedures. NBS continues to provide ongoing formation and specialized consulting services in addition to the administration services. In the most recent fiscal year, NBS levied 13 districts containing 22,865 parcels totaling over \$20 million dollars in revenue on behalf of the City.

CITY OF EASTVALE

ANNUAL LMD, BAD AND CFD ADMINISTRATION

Service Dates: February 2012 – Present

Approximate Contract Value: \$100,000



Contact Information

Amanda Wells
Finance Director/City Treasurer
12363 Limonite Avenue, Ste. 910
Eastvale, CA 91752
P: 951.703.4437
E: awells@eastvaleca.gov

The City of Eastvale in Riverside County utilizes SFDs including Landscape Maintenance Districts, Benefit Assessment Districts and CFDs to support infrastructure and services. NBS has assisted the City since incorporation with studies relating to the parks and special financing districts within the city limits. We provided assistance with the required transfers of LMDs from the County at the time and again recently from the Jurupa Community Services District. We reviewed documents relating to the transfers and formations completed by other consultants, performed fund audits, and provide regular, ongoing consulting related to the incorporation of more SFDs as they increase control over the improvements within the City boundary. NBS provides a full range of annual administration services for the City and is an integral part of this function. In the most recent fiscal year, NBS levied 107 districts containing 22,500 parcels totaling \$880K in revenue on behalf of the City. In addition, NBS has formed several SFDs for the City of Eastvale.

CITY OF FOLSOM

CFD AND AD FORMATION AND ON-GOING ANNUAL ADMINISTRATION

Service Dates: 2001 – Present

Approximate Contract Value: \$250,000



Contact Information

John Donoghue
Deputy Treasurer
50 Natoma Street
Folsom, CA 95630
P: 916.461.6091
E: jdonoghue@folsom.ca.us

Since 2001, NBS has been performing Special Financing District (SFD) annual administration and formation/annexation services for the City of Folsom, which includes CFD and LMD administration. NBS formed eight (8) CFDs for the City, one of which has seven (7) improvement areas. We currently administer nineteen (19) CFDs (eleven of which have bond a bonded and non-bonded components) on behalf of the City, in addition to 1972 Landscaping and Lighting Maintenance Districts containing 29 Districts and a Property and Business Improvement District. The City has also trusted NBS to form new districts as well as provide ongoing SFD Formation and Consulting work related to the City's continued development. For FY 2023-24, NBS levied nearly \$25 million dollars in revenue across 37,723 parcels within the City's Districts.

CITY OF MANTECA

SFD FORMATION AND ADMINISTRATION

Service Dates: 1998 – Present

Approximate Contract Value: \$83,000



Contact Information

Kevin Fant
Director of Parks and Recreation
252 Magnolia Avenue
Manteca, CA 95337
P: 209.456-8639
E: kfant@ci.manteca.ca.us

Since 1998, NBS has provided on-going annual administration services to the City for their fifty-three (53) Special Districts calculating and submitting the annual levy for each to the County of San Joaquin, ensuring compliance with applicable procedural and reporting requirements. To fund services required of new development, NBS formed several LMDs and BADs for the City of Manteca and, more recently, formed multiple CFDs. In the most recent fiscal year, NBS levied over 13,875 parcels totaling \$4.8 million dollars in revenue on behalf of the City.

CITY OF PALMDALE

ANNUAL ADMINISTRATION, CFD FORMATION AND BOND ISSUE DISCLOSURE SERVICES

Service Dates: May 2004 – Present

Approximate Contract Value: \$258,000



Contact Information

Tim Carney
Collection System Superintendent
38300 North Sierra Highway
Palmdale, CA 93550
P: 661.267.5367
E: tcarney@cityofpalmdale.org

Janelle Samson
Finance Director/City Treasurer
P: 661.267.5433
E: jsamson@cityofpalmdale.org

The City of Palmdale has hundreds of assessments districts and Community Facilities Districts (CFD), some of which have had significant administrative challenges (including significance delinquencies and defaulted bonds) over the years. NBS has worked with the City to handle the day-to-day administration of several special assessments and taxes for more than fifteen years. This effort has included responding to payoff calculation and other informational requests, monitoring and following up on delinquencies, and submitting the correct levy information to L.A. County. NBS has also been the consultant and provider for the Annual Disclosure process, as required for the bonds issued.

Palmdale has historically had some troubled assessment districts. NBS has worked with the City to provide a variety of services including formation of new districts, and restructuring and refinancing debt.

Recently, NBS was hired to audit the City’s landscape assessment districts with an eye to recommending procedural and technical updates. Subsequently, NBS was also contracted to add the administration of the City’s hundreds of maintenance districts to our docket.

Along with CFD formation, NBS has provided bond issuance disclosure services both for new bond issues and bond refundings, including assisting the City with workouts of districts with defaulted bonds. Data provided includes special tax levy data, value to lien tables, delinquency data, assessed value history and top owner tables.

3 | PROJECT TEAM

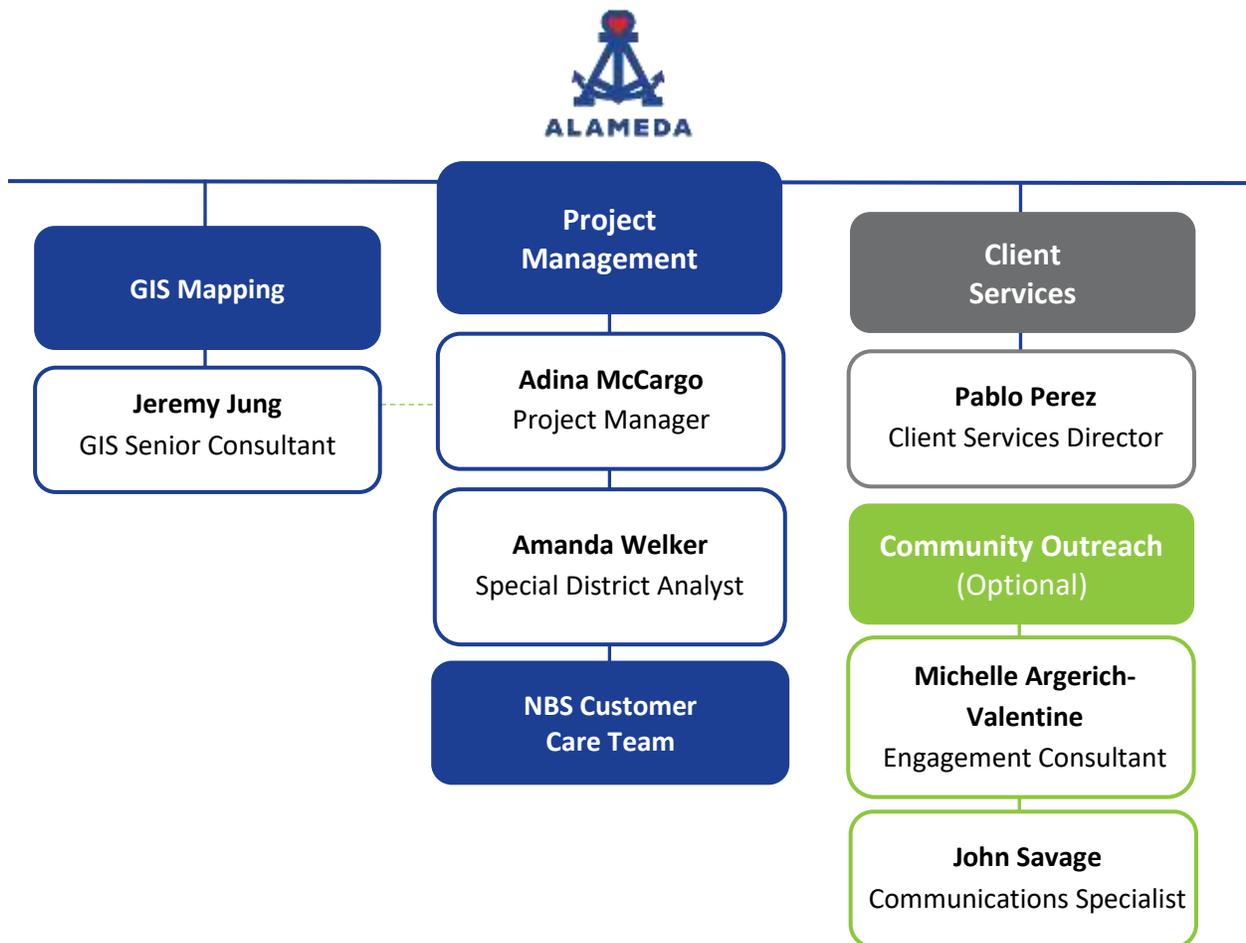
One of our greatest strengths and a critical element in successful project execution is a team that works cohesively, efficiently, and has expertise in resolving complex issues. Our proposed project team has an **in-depth understanding of recent changes to laws, codes, and regulations** affecting local governments, including Proposition 218. We treat our clients as partners by developing an intimate knowledge of their needs and responding with strategic and timely solutions.

Our Mission at NBS is to serve our clients with valuable consulting and expertise, enhancing their ability to serve their communities. Operating as an extension of City staff, we commit to our clients to cultivate valuable and lasting relationships. For decades, NBS has consulted with the City of Alameda and developed positive working relationships with staff. This benefits the City as we can partner seamlessly with staff.

Outlined below is a brief overview of NBS’ proposed consulting team for the City. *Full resumes are included in Appendix A, which include qualifications and education.*

The proposed NBS team has all the expertise and staff necessary for resolving complex project issues; we will not require subconsultants for this effort.

Project Organizational Chart



ADINA MCCARGO, PROJECT MANAGER

Role and Responsibilities: Adina McCargo will lead project management oversight for the annual administration activities. She will work closely with the administration team and provide support to the City as needed. Approximate # of Hours: 45

Work Experience: Adina is a Director with NBS and has more than 20 years of experience working with all aspects of SFD formation, annexation and administration including project management, budget analysis, levy calculation and submittal, continuing disclosure reporting and delinquency management as well as development of special assessment/tax formulas, and presentations.

AMANDA WELKER, SPECIAL DISTRICT ANALYST

Roles and Responsibilities: Under the direction of the assigned NBS staff, Amanda Welker will support the completion of the day-to-day activities. She will be directly involved in facilitating data collection and reminders to City staff in order to keep efforts moving along the agreed upon timeline for the completion of each project assignment. Approximate # of Hours: 114

Work Experience: Amanda is experienced with the administration of Special Financing Districts (SFDs). She currently administers dozens of SFDs across 10 counties throughout California and is responsible for managing the yearly requirements for all types of SFDs, including preparing the annual levies. She has experience with SFD administration, internal City processes, analysis of data, and preparation of related annual and continuing disclosure reporting.

JEREMY JUNG, GIS SENIOR CONSULTANT

Role and Responsibilities: Jeremy Jung will provide as needed GIS support services to confirm boundaries and/or map City improvements. Approximate # of Hours: 5

Work Experience: Jeremy has extensive experience as a GIS technician. He creates and analyzes maps and data associated with County Assessor's Parcels, District Boundaries, and custom images utilizing the latest GIS technology. In addition, Jeremy is able to display GIS maps over satellite imagery in order to view properties and maps with a high degree of detail as well as extract GIS parcel data to compare to other data sources, such as county-secured property tax rolls.

CUSTOMER CARE TEAM

Role and Responsibilities: Under the direction of the NBS staff, our Customer Care team will be readily available to answer all inquiries from third parties related to the City's project. Customer Care consists of tenured staff members (with decades of combined experience), fully trained and experienced in customer service support to answer all inquiries via toll free phone number and via email. NBS also offers bilingual staff to answer in Spanish. Approximate # of Hours: 50

MICHELLE ARGERICH-VALENTINE, ENGAGEMENT CONSULTANT | OPTIONAL

Role and Responsibilities Should the City be interested, Michelle will work with the City's project manager to develop strategies for engaging the public. She will lead and facilitate meetings and communication on behalf of the City. Approximate # of Hours: TBD

Work Experience: Michelle Argerich-Valentine is a seasoned professional with more than nine years of specialized experience in community engagement and outreach. Her extensive background involves fostering positive relationships with diverse community groups, while implementing strategies to address their unique needs. Known for her innovative programs and initiatives, she has consistently demonstrated her passion for creating inclusive environments and promoting social impact. With a commitment to enhancing community welfare, Michelle’s work is a testament to her dedication, effective communication skills, and intuitive understanding of the intricacies of community dynamics.

JOHN SAVAGE, COMMUNICATIONS SPECIALIST | OPTIONAL

Role and Responsibilities: John Savage will work closely with the project manager to develop content that will be used to educate the community. He will create dedicated web pages and targeted content on CivicMic.com, monitor and record community meetings, and develop engagement materials such as surveys to promote a high level of community engagement and participation.

Work Experience: John is an experienced communications specialist with more than a decade of professional experience in public engagement, outreach, project management, and relationship management. Approximate # of Hours: TBD

PABLO PEREZ, CLIENT SERVICES DIRECTOR

Role and Responsibilities: Pablo Perez will be responsible for obligating NBS to all commitments, schedule, and pricing for the project. He will ensure that the City’s fundamental objectives are being met at all times. He is included on the team as an active representative of our corporate commitment to the highest level of service. Approximate # of Hours: 10

Work Experience: Pablo has nearly three decades of experience in the public finance sector specializing in the formation and administration of Special Financing Districts, with extensive experience in public engagement practices. He is a registered Municipal Advisor.

4 | STATEMENT OF EXCEPTIONS

NBS accepts the terms, conditions and general form of the City of Alameda Standard Service Provider Agreement.

5 | WORK PLAN

Approach

NBS will approach this project as a problem solver. Our aim is for the City to stand out in front of its constituents, to include its property owners, City Council, and other interested parties. To that end, NBS is extremely sensitive to the public needs of this project, the timeline, and the issues of data accuracy. On the latter, we have well-tested redundant processes to achieve the best work product possible.

We approach this project as an extension of City staff. NBS works with you as partners and listens to your concerns; we will solicit your active involvement in the project yet respect your time by not burdening you with unnecessary requests. In order to provide these advantages to the City, we believe that **communication** is a key factor.

Scope of Services

NBS has read the City's RFP and can provide all necessary special district administration and related services for Non-bonded Special Financing Districts to the City. The Scope of Services outlined below encompasses the tasks described in the RFP, and include all necessary research, documentation, exhibit preparation, legislative analysis, and attendance at staff meetings and/or public hearings required to levy all appropriate parcels accurately and efficiently.

1972 Act Administration

- Island City Landscape and Lighting Assessment District (LLAD) No. 84-2
- Marina Cove Maintenance Assessment District (MAD) No. 01-01 1

KICK-OFF MEETING, PROJECT SCHEDULE

NBS will meet with City staff, legal counsel and other interested parties to:

- Establish lines of communication.
- Clarify the specific project goals, components and criteria that will meet the City's preference.
- Identify and resolve any special circumstances that may be involved in the administration of the District.
- Develop project schedules to meet legal requirements and provide for effective interfacing of all involved parties.
- Establish meeting points consistent with schedule to achieve project milestones.
- Establish and coordinate with City staff a schedule to assure completion of necessary actions and compliance with statutes.

DATABASE DEVELOPMENT

NBS will update the database with current County Assessor's information including property owner names and addresses, and any other available data that will augment the existing database.

BUDGET PREPARATION

NBS will meet with City staff to review the district budget for the coming fiscal year. This budget will be based on historical costs and actual and/or projected changes in costs and/or improvements to be maintained. Cost categories may include, but are not limited to capital improvements and maintenance costs, incidental costs (engineering, legal, City administration) and reserve funds.

ASSESSMENT COMPUTATION AND RATE ANALYSIS

NBS will compute the assessment for each parcel within the district according to the Method of Assessment. NBS will provide an assessment summary which will include the maximum assessments and current year assessments, separated by zone and method of assessment categories, if applicable.

ENGINEER'S REPORT PREPARATION

NBS will prepare the annual Engineer's Report and provide to City staff. The annual Engineer's Report does not require a Registered Professional Engineer (PE) signature and stamp unless an assessment increase, as defined by Proposition 218, occurs. The Report will consist of:

- District background information.
- A detailed and technically supported Method of Assessment.
- A description of the improvements and services that are being funded by the District.
- A cost estimate for the improvements and services being funded.
- Copy or reference to the original District Diagram.
- A table showing assessment levies by zone and method of assessment categories.
- An Assessment Roll listing assessments by parcel or reference a complete roll on file with the City.

REPORT REVIEW AND APPROVAL

NBS will meet via conference call with City staff to review the Engineer's Report for modifications and approval.

FINAL ENGINEER'S REPORT

NBS will update the annual Engineer's Report and deliver to City staff.

NOTICING AND RESOLUTION COORDINATION

NBS will coordinate activities to ensure that required tasks are completed within the scheduled time frame. NBS will assist the City (or the City's legal counsel) with preparation of any notice of public hearing or other meetings requiring publication. NBS will assist the City (or the City's legal counsel) with preparation of the staff report, all legal notices and the associated resolutions described below:

- Resolution describing improvements, initiating proceedings, and ordering the engineer to prepare and file a report for the City.
- Resolution preliminarily approving the Engineer's Report.
- Resolution of Intention declaring the intention of the City Council to levy and collect assessments and setting a date for the public hearing.
- Resolution authorizing the placement of assessments on the secured property tax bills.

PUBLIC HEARING ATTENDANCE

NBS will attend the public hearing as requested by the City.

LEVY SUBMITTAL

NBS will submit the levy to the County Auditor-Controller in the required format on or before August 10th. Assessments rejected by the County Auditor-Controller will be researched and resubmitted for collection on the County Tax Roll. Any parcels that are not accepted by the County for collection will be invoiced with payment to be directed to the City.

MAINTAIN DISTRICT DATA

NBS will annually track all parcel changes to ensure that all changes are documented. Historical parcel change data will be maintained by NBS.

CONSULTING SUPPORT

NBS shall provide a toll-free phone number for use by the City, other interested parties and all property owners. NBS will be available to answer questions regarding the District and the ongoing collection of assessments. All calls will be returned within one business day if not answered at the time the call occurs. Bilingual staff is available to assist Spanish-speaking property owners.

Community Facilities District Administration (Non-Bonded)

- CFD No. 03-1 Bayport Municipal Services District
- CFD No. 13-2 Alameda Landing
- CFD No. 14-1 Marina Cove II
- CFD No. 17-1 Alameda Point

DATA COLLECTION

NBS will gather and review data pertinent to the administration of the Community Facilities District (CFD). Data will be obtained from various sources such as assessor's parcel maps, building permits and County Assessor information as determined to be necessary based on the requirements of the Rate and Method of Apportionment. NBS will maintain and periodically update a database of all parcels within the CFDs and relevant parcel information.

ADMINISTRATIVE COST RECOVERY

NBS will assist the City in identifying all costs associated with the administration of the CFD and recover those costs through the levy process as outlined in §53317(e) and §53340 of the Government Code of the State of California. Such costs may include, but are not to be limited to: bank fees, legal fees, county tax collection fees, and costs and expenses of the City and its consultants related to administration of the CFD.

SPECIAL TAX REQUIREMENT

NBS will calculate the annual Special Tax Requirement that will include all necessary components as outlined in the Rate and Method of Apportionment, such as funds necessary for authorized services and

maintenance, administrative expenses, collection costs for direct financing of services or facilities, and credits as determined from the analysis of the CFD funds.

LEVY CALCULATION

NBS will calculate the annual special tax levy for each parcel within the CFD following the guidelines established in the Rate and Method of Apportionment.

ADDITIONAL REPORTING

NBS will be a resource to the City by staying current and identifying any new legislation and reporting requirements as they relate to the CFD.

For each of the following reporting requirements, NBS will review all pertinent documents and obtain the information needed to:

- Prepare the required reporting to the California State Controller’s Office California Government Code, Section 12463.2, enacted as part of AB 2109. Provide to City staff for inclusion in the annual financial transaction report.
- Assist in the filing of the SB 165 report to the City Council each year to comply with legislation that enforces additional reporting requirements. California Government Code, Sections 50075.3 or 53411.
- Prepare other reports as required by any State and/or Federal disclosure reporting requirements pertaining to each CFD, as applicable, amended, or newly enacted and required. This may be subject to additional fee.

NOTICE OF SPECIAL TAX DISCLOSURE

NBS will provide Notice of Special Tax Disclosure notices to requesting parties as required by §53340.2 and §53341.5 of the Government Code of the State of California. The fee of any Notice of Special Tax shall be billed to the party requesting the disclosure form.

MEETING ATTENDANCE

NBS will attend CFD related City Council meetings as requested by the City.

LEVY SUBMITTAL

NBS will submit the levy to the County Auditor-Controller in the required format on or before August 10th. Special Taxes rejected by the County Auditor-Controller will be researched and resubmitted for collection on the County Tax Roll. Any parcels that are not accepted by the County for collection will be invoiced directly to the parcel owner, with payment to be directed to the City.

SPECIAL TAX LEVY REPORT

NBS will provide an annual Special Tax Levy Report. This report will include a parcel listing with levy amounts and other parcel information, the details of the annual Special Tax Requirement, fund analysis, administrative expenses to be recovered, and status of the project and current issues affecting the CFD.

CONSULTING SUPPORT

NBS shall provide a toll-free phone number for use by the City, other interested parties and all property owners. NBS will be available to answer questions regarding the District and the ongoing collection of special taxes. All calls will be returned within one business day if not answered at the time the call occurs. Bilingual staff is available to assist Spanish-speaking property owners.



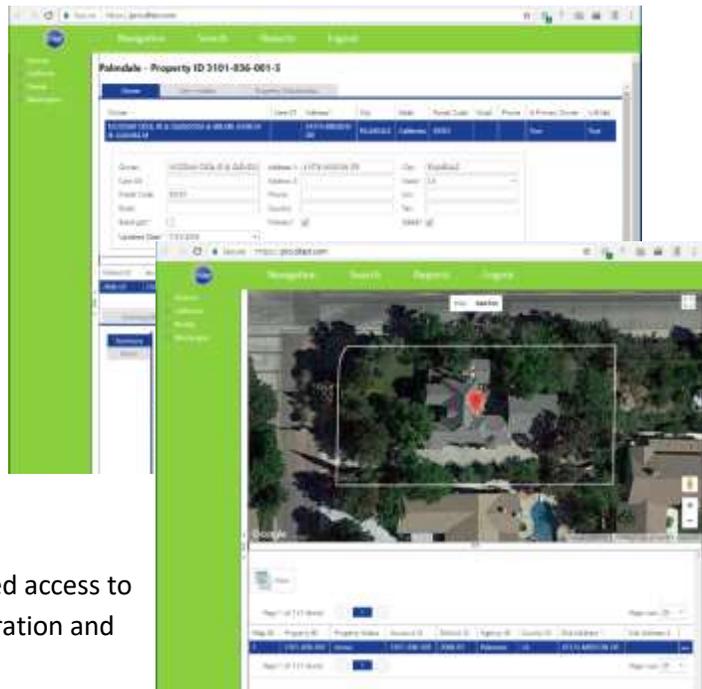
D-FAST Online Software | Optional

NBS has developed premium, industry-leading software, called D-FAST® (for District Fees, Assessments, and Special Taxes). We use this powerful administrative tool in-house to administer a wide range of special taxes, special assessments, and other parcel charges for our clients. It is also licensed to public agencies across the United States for their internal use.

Our D-FAST® web portal, called **D-FAST® Online Pro**, is available to our clients (small annual subscription fee) and uniquely combines real-time D-FAST data with County parcel boundaries and Google Maps. It provides “real-time” access to districts and underlying parcel data, allowing the City to:

- Gain enhanced insight with integrated Google Map’s satellite imagery, street maps, and 360° street view
- View ownership, property information, and boundaries for each parcel
- See detailed billing & payment history for each account
- Understand a particular parcel’s background and status
- Confirm if there are overlapping districts on a single parcel

With **D-FAST® Online Pro**, City staff have enhanced access to the data while NBS still provides the full administration and toll-free phone support.



Community Outreach | Optional

Public Engagement is a planned process where the City and the community work together to express their points of view and discover common ground. NBS recommends the City consider developing this critical stage of the governance process. We offer a unique perspective to engagement and outreach efforts because we understand the district formation and administration process. NBS offers ongoing engagement to support administration efforts and focused engagement during new formations and 218 proceedings.

INITIAL RESEARCH – KICK-OFF MEETING, PROJECT SCHEDULE

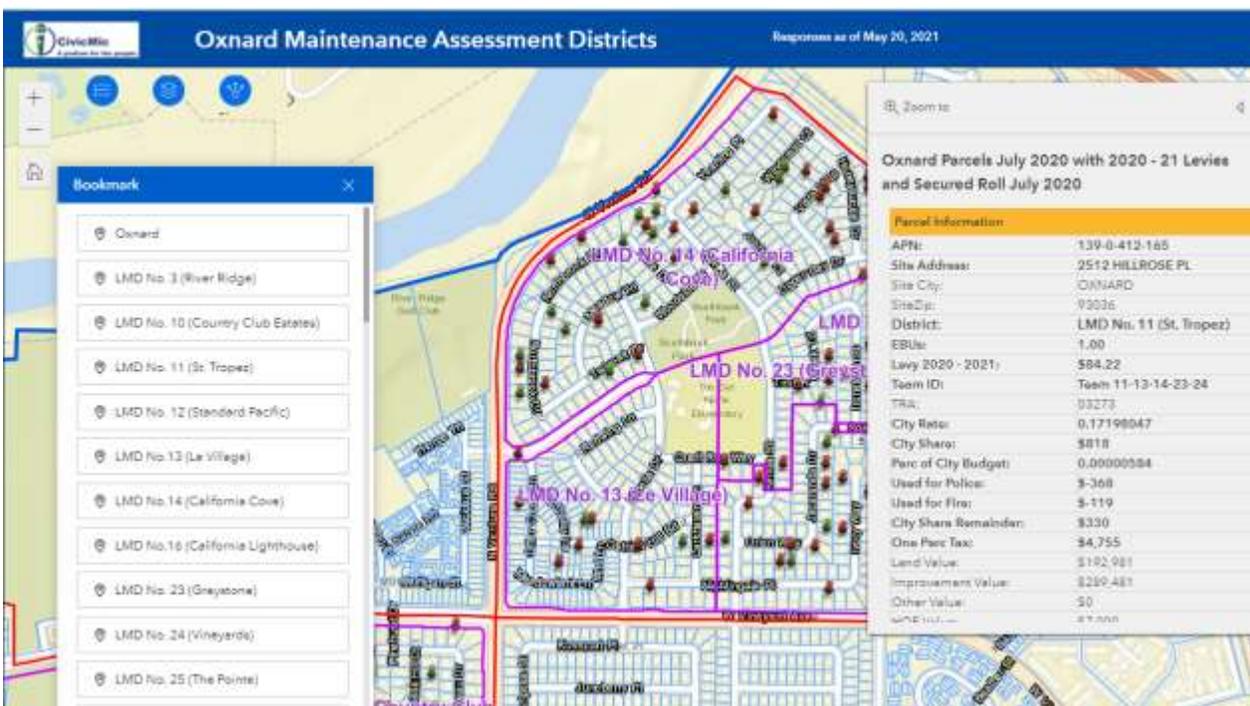
NBS will communicate with the City throughout the project's duration to clarify the City's goals, identify any particular circumstances, and develop a realistic project schedule. NBS will meet with City staff, legal counsel, and other interested parties to:

- Establish lines of communication.
- Clarify the specific project goals and criteria that will meet the City's preferences.
- Identify and resolve any special circumstances regarding the engagement process.
- Develop an annual engagement schedule to provide for effective interaction of stakeholders.

WEBPAGE CREATION – DEVELOP AND DEPLOY CONTENT TO A DEDICATED DISTRICT WEBPAGE AND SOCIAL MEDIA

This task includes but is not limited to the following items:

- Background on the need for this project and revenue.
- History on use of current funds available to the City.
- Legislative background.
- Annual reports.
- Surveys.
- Ongoing updates on maintenance.
- Meeting announcements and minutes.
- Recordings of community meetings.
- Calendar of anticipated events (such as community meetings and service schedules).
- Specialized mapping and graphics. Below is a sample map showing parcels engaged in a community on CivicMic.com.



EMAIL CAMPAIGN – ESTABLISHMENT OF AN EMAIL LIST

Using the CivicMic platform, we will establish an email contact list for most participants in this engagement. In addition, multiple postcards will be mailed out announcing the survey and community meetings and explaining how to sign up at CivicMic.com to receive updates.

MULTILINGUAL FACTSHEET

Individual Fact Sheet development and design (translated into multiple).

SURVEYS – DEVELOP ONLINE/MAILED SURVEYS TO GATHER INFORMATION

Surveys will be sent at the beginning and the end of the engagement efforts to determine support for the establishment of an increased assessment and to create an educational outreach plan.

FOCUSED COMMUNITY MEETINGS – PROVIDE THE FOLLOWING MEETING SERVICES

- Hosting of virtual or in-person meetings to allow the community to discuss current issues or desired updates to their existing District.
- Creation and posting of Community Meeting notices on various outlets.
- Leading of meetings with objectives created with the City before the meeting.
- Development of action items based on feedback received at Community Meetings or from surveys and other ongoing communication efforts.
- Recordings of Community Meetings that will be shared to CivicMic.com and social media sites.

6 | COST ESTIMATE

NBS has provided the following cost proposal based on the information provided and our understanding of the overall level of effort required. Should NBS be re-selected as the most qualified firm to continue to work with the City, we will endeavor to set up a fee and billing schedule that is commensurate with the tasks required that meets the needs of the City.

1972 Act Administration

Island City LLAD No. 84-2.....	\$8,000.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$8,300.00

(1) See description of expenses below.

Marina Cove MAD No. 01-01.....	\$6,000.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$6,300.00

(1) See description of expenses below.

Community Facilities District Administration (Non-Bonded)

CFD No. 03-1 Bayport.....	\$7,300.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$7,600.00

(1) See description of expenses below.

CFD No. 13-2 Alameda Landing.....	\$5,000.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$5,300.00

(1) See description of expenses below.

CFD 14-1 Marina Cove II.....	\$6,700.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$7,000.00

(1) See description of expenses below.

CFD 17-1 Alameda Point (Base fee of \$7,200 plus \$1.0733/parcel).....	\$7,200.00
Estimated Expenses (if needed) (1)	\$300.00
Total Not-To-Exceed of Fees Above.....	\$7,500.00

(1) See description of expenses below.

D-FAST Online Pro Web Portal | Optional

One-Time Setup Fee	Waived
Annual Fee	\$3,000

Community Outreach | Optional

Consulting Fee	TBD
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Fee would be provided should the City be interested in this service.

ANNUAL FEE INCREASES

Cost of living increases may be applied to the Administration services listed above on October 1 each year, beginning with the invoices issued on October 1, 2024. The Cost of Living Adjustment (COLA) would be the actual cost of living increase based on the 12-month change from April/May to April/May in the U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index for all urban consumers for the applicable region.

EXPENSES

Customary out-of-pocket expenses will be billed to the City at actual cost to NBS. These expenses may include, but not be limited to, mailing fulfillment, postage, reproduction, telephone, travel, meals and various third-party charges for data, maps, and recording fees.

ADDITIONAL OPTIONAL SERVICES – HOURLY RATES

The following table shows our current hourly rates. Optional services authorized by the City but not included in the scope of services will be billed at this rate or the then applicable hourly rate. This may include attendance at additional meetings, notice and ballots, etc.

Title	Hourly Rate
Director	\$250
Associate Director / Engineer	\$225
Senior Consultant / Manager	\$200
Consultant	\$175
Financial Analyst	\$150
Clerical / Support	\$110

TERMS

Administration services fees are for the first year, with possible CPI adjustment in subsequent years, as referenced above. Such fees will be invoiced at the beginning of each quarter. Public Engagement services will be invoiced on a monthly basis. Expenses will be itemized and included in the next regular invoice. Fees for all other services will be invoiced upon completion of the task. If the project is prematurely terminated by either party, NBS shall receive payment for work completed. Payment shall be made within 30 days of submittal of an invoice. If payment is not received within 90 days, simple interest will begin to accrue at the rate of 1.5% per month. Either party can cancel administration contracts with 30 days' written notice.

APPENDICES

The appendices contain:

- Appendix A: Full resumes for our proposed project team
- Appendix B: Current City Business License

APPENDIX A | PROJECT TEAM RESUMES

EDUCATION

- Master of Public Administration, Public Sector Management and Leadership, California State University Northridge
- Bachelor of Science, Accounting, DeVry University

HIGHLIGHTS

- Registered Municipal Advisor Representative
- Seasoned professional and project manager for Special Financing District (SFD) consulting projects
- Nearly two decades of experience actively managing formations, annexations and ongoing administration
- District Formation
- District Administration
- Proposition 218
- Financial Projects
- Continuing Disclosure
- Special District Refunding

AFFILIATIONS

- CSMFO
- Served for seven years on CSMFO's Annual Conference Planning Committee
- Featured speaker at multiple CSMFO chapter luncheons

BIOGRAPHY

Adina McCargo is a Director with NBS where she oversees the District Administration practice area for NBS. Her team administers over 2,000 different Fees, Charges and Special Financing Districts (SFDs) including Property and Business Improvement Districts (BIDs), Landscape Maintenance Districts (LMDs), 1913/1915 Act Assessment Districts, and Community Facilities Districts (CFDs).

Adina has extensive experience with district formations and bond issuance/refunding analysis, as well as the ongoing management of district administration operations. She has also performed feasibility studies and related audits and financial projects. Adina has worked directly with more than 200 agencies and is a Registered Municipal Advisor Representative.

RELEVANT PROJECT EXPERIENCE

- **City of San Jacinto SFD Formation and Administration.** The City of San Jacinto utilizes a number of Special Financing Districts (SFDs) to support infrastructure and services. NBS provides formation, administration, Proposition 218 compliance and support services to the City for numerous assessment and Community Facilities Districts (CFDs). NBS administers the City's 1972 Act Landscape & Lighting Districts and 1982 Act Benefit Assessment District, including more than 72 zones used mainly for maintenance of the City's many neighborhood parks as well as other landscape and lighting and street improvements throughout the City. In addition to administration services, NBS also assists the City in the formation and annexation services for various SFDs.
- **City of Alameda SFD Financing Formation and Administration.** NBS administers the City's Special Financing Districts (SFDs), which include Assessment Districts, Community Facilities Districts, and a Citywide Sewer Charge. NBS has formed both Bonded and Non-Bonded CFDs for the City. NBS has also provided assessment engineering services for several zones of the Landscaping and Lighting District, which allowed for significant increases in revenue and the addition of inflationary factors.
- **City of Eastvale SFD Formation and Annual SFD Administration.** The City of Eastvale in Riverside County utilizes Special Financing Districts (SFDs) including Landscape Maintenance Districts, Benefit Assessment Districts and Community Facilities Districts to support infrastructure and services. NBS provides a full range of annual administration and support services for the City and is an integral part of this function. The 107 SFDs represent approximately 22,500 parcels and \$880,000 in revenue. In addition, NBS has formed several SFDs for the City.

EDUCATION

- Bachelor of Arts, California Baptist University
- Master of Public Administration, California State University Northridge

HIGHLIGHTS

- Experienced Senior Consultant providing support to NBS’ District Consulting Group
- Extensive experience in budget development and analysis
- Well-versed in CDIAC reporting requirements and an expert in report preparation including annual Continuing Disclosure
- Delivers high-quality district administration and client support
- Professional writing and editing skills



“...extremely responsive and direct with your answers. It is much appreciated ...made getting to the bottom of this painless – I can’t express enough how rare that is.”

Nicholas Wilson, Real Estate Manager, Guggenheim Partners



BIOGRAPHY

Amanda Welker is a Senior Consultant with NBS where she administers Special Financing Districts (SFDs) and is actively involved with district formations, bond issuance/refunding analysis, data analysis, special projects as well as daily administration of various SFDs. Amanda has more than a decade of finance and management experience. Her top skills include public budgeting, account auditing, and effective project management and administration. Amanda’s background in the public sector working for a City government provides an added layer to her proven abilities.

RELEVANT PROJECT EXPERIENCE

Amanda has consulted and served on many projects, including the following:

- **City of Oxnard – Annual Special Financing District Administration:** Successfully administers nearly 50 special districts including 38 complex Landscape Maintenance Districts, two Assessment Districts and seven Community Facilities Districts with outstanding bonds totaling more than \$37M. Provides support to Special District staff in the form of administrative and special project consulting, Council meeting attendance, and creating custom forms and spreadsheets for accounting, labor tracking, and other administrative activities. In 2023, developed a LMD Financial Model to integrate into the City’s Consolidated LMD Engineer’s Report providing improved detail and transparency to both Council and constituents.
- **City of Union City – Annual Special Financing District Administration:** Administers multiple SFDs and prepares five annual Tax Roll billings for more than 17,000 parcels.
- **City of Lincoln – Annual Administration of Bonded Special Financing Districts:** Provides extensive routine financial analysis on outstanding bond issues totaling more than \$145M. Successfully completes annual CDIAC reporting, parcel audits, and bond calls.
- **Cole County Missouri Fire Protection District – Ground Emergency Medical Transportation Cost Report:** Developed first year cost analysis and report for Federal reimbursement of qualified medical transports. Resulted in the agency’s reimbursement of more than \$330,000.
- **South Lake County Fire Protection District- Parcel Audit:** Reviewed and compared GIS and Assessor’s data for roughly 9,000 parcels. Resulted in the agency’s increase in revenue of more than \$142,000 annually— a revenue increase of 7%.

EDUCATION

- Bachelor of Science, Political Science, California Polytechnic State University, Pomona
- Certificate, Geospatial Technician, Victor Valley College
- Certificate, Geographic Information Systems, San Bernardino Valley College
- Certificate, Geographic Information Systems, Rio Hondo College

HIGHLIGHTS / TECHNICAL

- Configure and maintain ESRI ArcGIS applications (web maps, Dashboards, StoryMaps, Survey123, Collector, QuickCapture)
- Prepare numerous boundary maps, diagrams, and 1915 Act lien apportionments
- ArcDesktop, ArcSDE, ArcGIS Server, ArcGIS Online, Survey 123, Collector
- Python Software experience
- SQL for data manipulation and analysis
- Autodesk AutoCAD



Our staff appreciates the expertise, guidance and experience that the NBS teams bring to our special assessments."

Mike Gow, General Manager / Chief Engineer, Lake Hemet Municipal Water District



BIOGRAPHY

Jeremy Jung is a Geographic Information Systems (GIS) Senior Consultant for NBS. He has more than 8 years of experience in the design and maintenance of GIS Geodatabases in a SDE environment, including reconciling/posting and QA/QC. He has developed new workflows and utilized Model Builder for processing parcel data that removed the need to purchase the data on a quarterly basis. Jeremy has performed spatial analysis to identify restricted areas for Cannabis Delivery Services, and utilized basic Python scripts to edit and automate GIS workflows. He has updated and maintained numerous map services for GIS applications (Cityworks, CRW Trakit, Granite XP, Internal Geoviewer, Public Viewer).

As a GIS Senior Consultant, Jeremy creates maps and analyzes data associated with county assessor’s parcels, district boundaries, public facilities and improvements as well as captures custom images utilizing the latest in GIS technology. In addition, he is able to create custom web-based GIS applications for internal and external use by NBS clients.

RELEVANT PROJECT EXPERIENCE

- **CivicMic** – Successfully completed a variety of projects for CivicMic including the creation of surveys, web maps, web apps, and testing ESRI Hubs. The web applications assist with facilitating community outreach and public engagement opportunities to determine the level of public support.
- **East Contra Costa Fire Protection District** – Calculated fire stations distance drive times and half mile buffer distances within ECCFPD boundary to determine best response times for each parcel. Utilizing network analysis was instrumental in determining the calculation of special general benefit and proportionality for ECCFPD.
- **Los Angeles County Metropolitan Transportation Authority** – Accomplished creating a quarter mile and half mile buffers around- approximately 60 stations to help identify assessed values for each parcel within the buffer zones.
- **City of Fairfield Lighting and Landscape Maintenance District (LLMD)** - Created visual web application dashboard which displayed numerous metrics and inventoried maintenance landscapes, parcels, streetlights, and boundaries for each district.
- **Reclamation District 1000** – Assisted with the fee study by creating a web map that showed all the parcels that belong within the district and have a filter based on Customer Class and Drainage.
- **Rio Del Mar Flats** – Assigned a benefit category for each parcel within district and submitted an assessment diagram. Created web map that displayed location of community participation.

EDUCATION

- Bachelor of Arts, Theater and Performance Studies, University of California, Berkeley
- Associates of Arts, Communications, Mt. San Jacinto College

HIGHLIGHTS

- Skilled public engagement professional
- Strong interpersonal skills
- Community outreach
- Diversity & Inclusion
- Project management

BIOGRAPHY

Michelle Argerich-Valentine is an Engagement Consultant with NBS. She works to assist local government agencies in developing innovative ways to engage the public with digital and traditional public engagement methods. Michelle prides herself on creating interpersonal connections with the communities and individuals she serves, searching for ways to integrate valuable insights and turn them into plans of action.

RELEVANT PROJECT EXPERIENCE

- **Ocean Avenue Community Benefit Business District:** Aid in the renew and extension of the District by facilitating community engagement and outreach opportunities, such as surveys, interviews, and informational mailings and meetings
- **West Contra Costa School District:** Lead district elementary schools in implementing inclusive play programs at their school sites. Developed and facilitated training for school district employees; mediated project issues with school staff, and community members; served as the primary contact for school administrators; consulted with schools in achieving project outcomes.
- **City of Diamond Bar:** Facilitate community outreach and public engagement opportunities for the proposed dissolution and formation of an assessment district.
- **Oakland Unified School District:** Facilitated implementation of new recess programming in district elementary schools. Including informational meetings, community events and ongoing project management.
- **City of Fairfield:** facilitated community outreach and public engagement opportunities for participation in the collaborative governance process regarding the budget and service reductions for City's Landscape and lighting maintenance districts.
- **Stanislaus County:** Facilitate community outreach and public engagement opportunities for determining ARPA fund uses for the county of Stanislaus. Public engagement services include surveys, community workshops, Informational flyers, and postcard creation.

EDUCATION

- Bachelor of Arts, Liberal Arts, California State University Channel Islands

EXPERTISE

- Adobe CC
- Photoshop
- Illustrator
- InDesign
- Premiere and After Effects
- Microsoft Office, G Suite
- Constant Contact
- Mail Chimp
- Infusionsoft
- Harvest
- Basecamp
- Teamwork
- WordPress
- Zoom
- GoToWebinar
- Google Meet

BIOGRAPHY

John Savage has a decade of professional experience in public engagement, outreach, project management, and relationship management. An experienced writer, editor, and designer, he is adept at content creation for web and print media.

John's approach is centered around cultivating authentic relationships with target communities and key stakeholders and using meaningful data acquired about the target audience to develop strategic and effective messaging to build trust and promote engagement.

RELEVANT PROJECT EXPERIENCE

- **County of Stanislaus:** Facilitate community outreach and public engagement opportunities for the investment of ARPA funds in the infrastructure of unincorporated communities. Identify suitable venues to host community workshop series, working directly with County staff and community members. Public engagement services include surveys, targeted content updates, neighborhood walks, community workshops, participation web maps, and a comprehensive report of findings and recommendations.
- **City of Pomona:** NBS attended public meetings, developed outreach materials, and conducted the ballot proceedings for 3,291 parcels regarding a Prop 218 balloting increase for the Phillips Ranch area of Pomona. The original assessment rates had not changed since 1994 and the most recent attempt to increase the rates in 2008 failed. Facing significant shortfalls in funds available to maintain the improvements and changes in legislation that required entirely new compliance standards, NBS assisted the City in developing a new assessment district. The Engineer's Report included a full benefit analysis of the community and improvements to meet current rigorous requirements.
- **City of Fairfield:** Facilitate community outreach and engagement with residents in Landscaping and Lighting Maintenance Districts to gather feedback, questions, and concerns. Public engagement services include surveys, informational postcards, and community meetings.

EDUCATION

- Master of Arts/Political Science with a concentration in Public Policy, American Public University
- Bachelor of Arts, Liberal Studies, California Baptist University

HIGHLIGHTS

- Experienced public engagement specialist
- Special Financing District (SFD) Expert
- Proposition 218 Expert
- County Data Procurement
- Registered Municipal Advisor
- Nearly three decades of experience

AFFILIATIONS

- California Society of Municipal Finance Officers (CSMFO)
- California Special Districts Association (CSDA)
- California Municipal Treasurer's Association (CMTA)

SPEAKING ENGAGEMENTS

- Pablo has participated in speaking panels for the CSMFO, CMTA, as well as NBS educational seminars, speaking on topics related to the formation and administration of SFDs as well as Propositions 218 and 26.



“The staff at NBS treated us with respect and patience as they guided us through the process, ensuring that we understood their recommendations and the reasons behind everything that they did.” Ingrid Bruce, Former Deputy Director, City of Rancho Cucamonga

BIOGRAPHY

Pablo Perez is a Director with NBS where he and his staff form and administer various types of Special Financing Districts (SFDs). He has 25+ years of experience, and is actively involved with City formations and bond issuance/refunding analysis as well as daily management of City administration operations. He also performs feasibility studies and related financial projects, and oversees the design and implementation of public engagement plans.

RELEVANT PROJECT EXPERIENCE

- **City of Rancho Cucamonga LMD Formation and Administration and Proposition 218 Compliance.** Identified the benefits and issues related to the formation of the districts; developed an area profile analysis to identify and target property owners for outreach. Assisted in preparing public information mailers, attended multiple public meetings to educate property owners about the need for the maintenance districts. Prepared an Engineer's Report analyzing the special benefit of the improvements, prepared and mailed assessment ballots, as well as tabulated ballots at the Public Hearing. NBS has received multiple additional projects from the City of Rancho Cucamonga and performs annual administration services as well.
- **City of Oxnard LMD Formation and Administration and Proposition 218 Compliance.** Performed a full audit and Prop 218 benefit analysis of the City's more than 60 landscape and other assessment districts. This included not only a complete restructuring of the Landscape Maintenance Districts, but also a complete internal overhaul of the City's practices, staffing, accounting and systems. Conducted extensive community outreach, analyzed all of the many assessment districts citywide, interviewed staff and other stakeholders. Prepared new engineers reports and numerous recommendations for improvements in the staffing and overall management of these districts.
- **City of Culver City Special Tax Creation – Storm Drain Services.** Developed a parcel tax mechanism which was approved by over 2/3 of the City voters in the November 2016 election. This is (most likely) a first of its kind in California, allowing the City to pay for increased annual costs and stormwater issues without sacrificing dwindling general funds.

APPENDIX B | CURRENT CITY BUSINESS LICENSE

RECEIVED JUN 30 2023

BUSINESS TAX CERTIFICATE	023475	CITY OF ALAMEDA
<small>ISSUED FOR TAX PURPOSES ONLY - NOT TRANSFERABLE CFC 106.1 & 106.2 allows entry and examination for Fire Code Compliance</small>		EXPIRATION DATE: 06/30/2024
Business Name:	NBS	 <i>Ma...</i> Finance Director
Business Owner(s):	MIKE RENTNER	
Business Location:	32605 Temecula Parkway, Ste. 100, TEMECULA, CA 92592	
Business Type:	Business Consulting Service	
STACEY TAYLOR, HR MANAGER NBS 32605 TEMECULA PARKWAY, STE 100 TEMECULA, CA 92592		
<small>Starting January 1, 2021, Assembly Bill 1607 requires the prevention of gender-based discrimination of business establishments. A full notice is available in English or other languages by going to: https://www.dca.ca.gov/publications/</small>		
THIS CERTIFICATE MUST BE POSTED IN A CONSPICUOUS PLACE		