



Date: September 12, 2023
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: New City Planning Services Contract

Recommendation:

Approve bid award for contract Planning Services with LACO Associates replacing Willdan's Planning Services contract.

Rationale for Recommendation:

The City's current contract Planning firm, Willdan, recently tendered their 15-day notice to terminate the contract with the City which ends on Tuesday, September 12. That said, the contract was scheduled to expire on December 31, 2023, the City had already circulated a Request for Proposals (RFP) prior to Willdan's contract termination, and was in the process of selecting a new Planning firm when the resignation was received.

Background:

Willdan has been the City's contract Planning firm for the past 14 years and, before that, PMC was the contract Planning firm. During the entire 17 years (since 2006) with both contractors, Karen Mantele has been the City's dedicated Principal Planner with occasional support from other Willdan staff (e.g., for CEQA).

In the fall of 2022, the Willdan contract was scheduled to expire on December 31, 2022. The prior Council extended the contract for one year allowing a potentially new Council (based on the November 2022 election) to decide whether to continue extending the Willdan contract or draft and circulate an RFP.

In the early summer of 2023, it was determined that an RFP should be prepared and circulated in anticipation of the December 31, 2023, contract expiration. As a result, an RFP for Planning Services was circulated in July 2023 and four proposals were received from LACO Associates, 4 Leaf, Harris & Associates and Morely Planning & Entitlements. Concurrently, the City received its 15-day contract termination notice from Willdan on August 29, 2023.

Discussion & Analysis:

By the RFP submission deadline in August, four proposals were received from various firms. The City Manager and City Engineer interviewed all four firms. Mayor Thomas also participated in interviews with the two top ranked firms – LACO Associates and 4Leaf, Inc. While all four firms are highly qualified, LACO Associates was determined to be the best fit for the City in terms of qualifications, customer service, and availability.

In terms of cost, the hourly rates between the four firms range as follows:

- LACO Associates
 - Principal Planner - \$195/hour
 - Assistant Planner - \$125/hour

- 4Leaf, Inc
 - Principal Planner - \$175/hour
 - Assistant Planner - \$115/hour

- Morely Planning & Entitlements
 - Principal Planner – \$175/hour
 - Assistant Planner - \$125/hour

- Harris & Associates
 - Senior Planner - \$215/hour
 - Planner - \$180/hour

In comparison, Willdan’s Principal Planner cost the city \$117/hour with occasional support from other Willdan staff ranging in cost from \$154 to \$216/hour.

While there is a variation in the cost per hour between the four proposals, LACO Associates was determined to be the most prepared to provide excellent customer service to the citizens of Willows and be available at City Hall at least one day per week.

Fiscal Impact:

The Council approved FY 2023-24 budget for the Planning Division’s Professional Services is \$136,495. The fiscal impact will be an increase in the Principal Planner’s hourly rate of \$78 (compared to Willdan). The cost will be charged against the approved professional services line item in the budget.

Attachment:

- Attachment 1: LACO Associates Proposal
- Attachment 2: Resolution XX-2023

August 11, 2023

10560.00

City of Willows
201 North Lassen Street
Willows, California 95988

Sent via email to: ahoover@cityofwillows.org

Attention: Amos Hoover, City Clerk

Subject: Proposal for Comprehensive Professional Planning Services (RFP #21-2023)
Willows, California

Dear Amos Hoover:

LACO Associates, Inc. (LACO) is pleased to present this Proposal to the City of Willows (City) in response to the Request for Proposals (RFP #21-2023) for Comprehensive Professional Planning Services, issued by the City on July 7, 2023. We appreciate your consideration of LACO to provide planning services to the City on an on-call basis.

For nearly 70 years, LACO has been building a personal connection to our clients, becoming trusted advisors in the areas we serve, advancing the quality of life for generations to come. Our deep history working in and with multiple city and county governments will be a tremendous benefit and will allow our team to "hit the ground running" to assist the City with a variety of planning related services and local government technical assistance, including but not limited to review and processing of development applications, ordinance and/or plan development, customer service, and environmental review. Our top-notch Planning team is passionate about assisting local governments, and we are prepared to be as full service as necessary to relieve the burden on City staff.

LACO has successfully provided both on-call and project specific planning services to the Counties of Del Norte, Humboldt, Trinity, Mendocino, Lake, and Sonoma. Additionally, we have provided related services to the Cities of Arcata, Eureka, Fortuna, Willits, Ukiah, Lakeport, Clear Lake, Cloverdale, and Calistoga. We have provided both in-house and remote services to these and other communities.

Additionally, the LACO Planning team comprises expert practitioners of the California Environmental Quality Act (CEQA) who have experience with nearly every aspect of completing environmental review for projects of various sizes and serving as an extension of staff for a number of governmental agencies. From preparing Initial Studies, Mitigated Negative Declarations, supporting technical reports and public notices, completing Tribal consultation, to facilitating document circulation with the State Clearinghouse, presenting projects before decision-makers and the public, and filing Notices of Exemption or Determination, we are prepared to be as full service as necessary to relieve the burden on staff and complete project and environmental review efficiently.

LACO designates Byron Turner, LACO's Deputy Planning Director (Lakeport Satellite Office), to serve as your Project Manager. Mr. Turner has over 20 years of public planning experience throughout California, at all levels, including Interim Director. Meghan Ryan, Planning Director, will serve as the Principal-in-

Charge (Eureka Office) and Michael Nelson, CEO/President (Chico Office), will serve in an advisory capacity. This senior leadership team brings together the public sector experience of Ms. Ryan and Mr. Turner, who have over 30 years of combined public sector experience, and Mr. Nelson, who has supported a wide range of consulting services and community development across Northern California for over 28 years. This combination of staff experience working on both "sides of the counter" gives our team a unique perspective and allows us to facilitate on-call planning services that are satisfactory for all parties involved.

Thank you for your consideration and we look speaking with you regarding our services and the additional support our Planning team could offer the City. This proposal is valid for 120 days following submittal and LACO is not requesting any exceptions to the scope of services or modifications to the sample contract posted in response to a question received on the RFP.

For questions or comments regarding our Proposal and for subsequent correspondence, please contact:

Byron Turner, Deputy Planning Director
2561 California Park Drive, Suite 200
Chico, CA 95928
turnerb@lacoassociates.com
(831) 537-7126 (cell)
(530) 801-6170 (office)

Sincerely,
LACO Associates



Meghan Ryan
Planning Director/Principal



Byron Turner
Deputy Planning Director/Project Manager

MMM/MKR:mmm



PROPOSAL

CITY OF WILLOWS COMPREHENSIVE PROFESSIONAL PLANNING SERVICES RFP #21-2023

CITY OF WILLOWS
Attn: Amos Hoover, City Clerk
201 North Lassen Street
Willows, CA 95988

LACO Associates, Inc.
August 2023

LACO

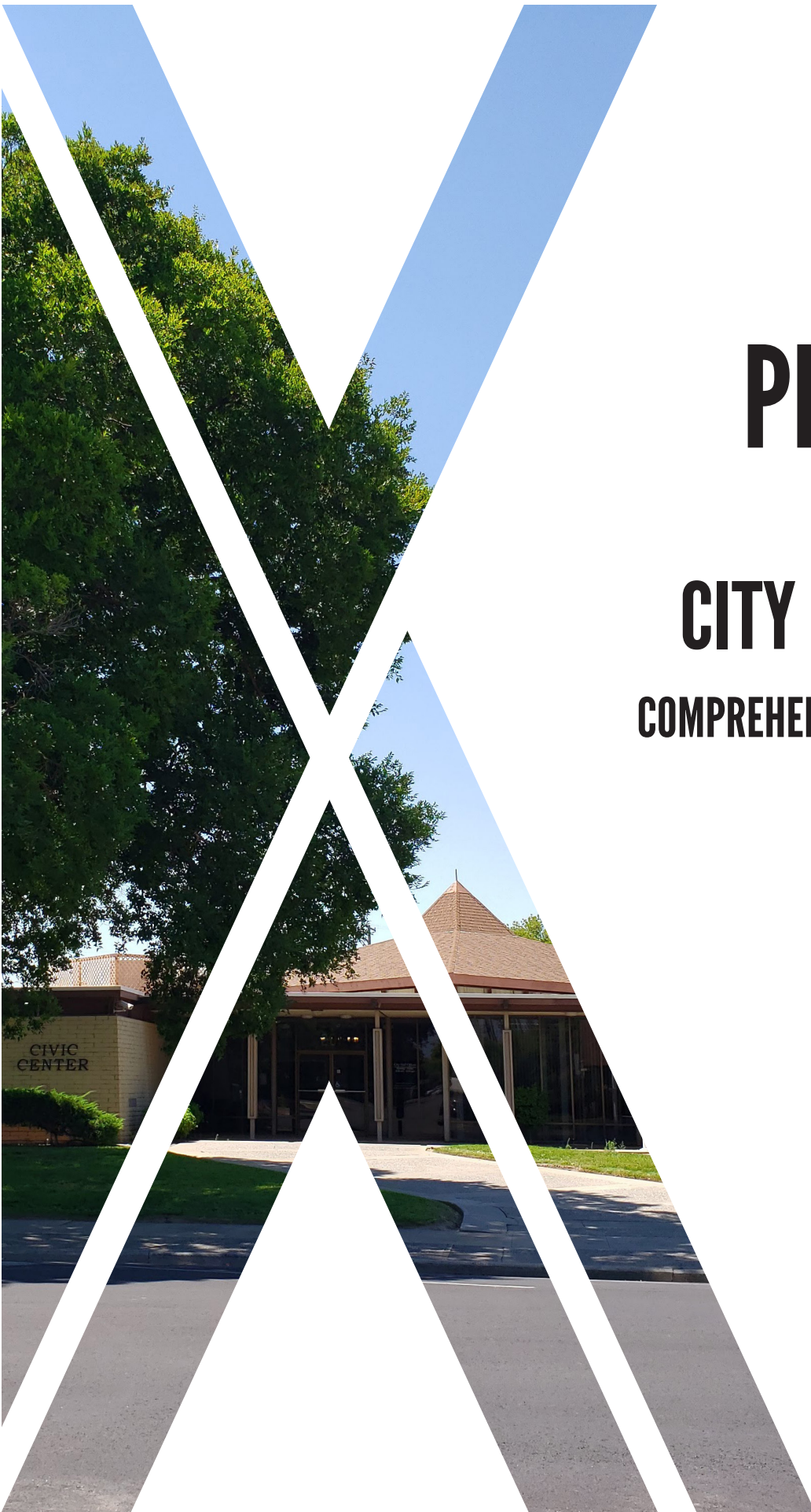


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EXECUTIVE SUMMARY

LACO Associates, Inc. (LACO) is pleased to present this proposal to the City of Willows (City) for Comprehensive Professional Planning Services.



LACO has provided professional consulting services for nearly 70 years since we first opened our doors in Eureka in 1954. Since that time, we have expanded from a small engineering firm to a full-service multidisciplinary consulting firm with offices in Eureka, Santa Rosa, Ukiah, and Chico, with a satellite office in Lakeport. Over the years, LACO has worked and served as an extension of staff for numerous public agencies and tribal governments throughout California providing professional planning and environmental review services in support of a wide array of project types, including

commercial and residential housing projects, infrastructure improvements, master planning and site design, ordinance and long-range planning documents, cannabis planning, economic development, disaster preparedness and resiliency, and many additional opportunities. Our Planning team comprises AICP-certified Planners, Senior-, Associate- and Assistant-level Planners, and Project Managers. We are prepared to be as full service as necessary to relieve the burden on staff and provide the City a range of professional planning services and local government technical assistance.

In the following sections, you will find more information on LACO, in addition to a selection of projects that demonstrate our experience, which proves our ability to meet all of the City's planning needs over the duration of the contract.

"Welcome to LACO and thank you for taking the time to get to know us. We are your personal project support team; expert professionals prepared to address diverse infrastructure and development challenges. We aim to earn your trust and loyalty through successful achievements. We see your concerns as if they were our own and win only when you do. As a team of individuals, we are ambitious, dedicated, and driven. We support and promote professional growth in technical domains, knowledge, and capability. What is your challenge? We are your team to handle it."

*-Michael D. Nelson, AICP
President/CEO*

Qualifications and Services

LACO Associates, Inc. (LACO) is a multi-disciplinary consulting firm providing integrated solutions for development, infrastructure, and geo-environmental projects to advance the quality of life for generations to come. Founded in 1954, LACO has provided civil, geotechnical, planning, and environmental support to public and private clients in Northern California for more than six decades. Since that time, we have expanded from a small engineering firm to a full-service multidisciplinary consulting firm with a staff of approximately 60 full-time and part-time employees and offices in Eureka, Santa Rosa, Ukiah, and Chico, with satellite office in Lakeport.



Our core services include Civil Engineering; Land Surveying; Planning, Permitting, and Environmental Compliance; and Grant Writing. Our professional ranks are supported by staff in training for professional licensure as planners, engineers, and designers, as well as administrative professionals.

As a full-service consulting firm, as well as a Native-owned and Certified California Small Business, LACO is unique in that we have both a broad perspective of our client's needs and the flexibility and responsiveness of a small firm. We have the resources to address project concerns from complex engineering to environmental impacts and permitting challenges. This broad perspective is unique among small firms and is fundamental to our ability to provide cost-effective support for a broad range of project types.

From the beginning, we have understood the value of personal relationships and the need for diverse professional services. LACO remains committed to preserving and enhancing natural resources and advancing the quality of life for generations to come in our community and yours.

LACO planners are experienced with both **long range planning** (preparation and administration of the General Plan, Zoning Ordinances, Housing Element, and Special Projects) and **current planning** (review and processing of development and land use applications including use permits, design review, General Plan amendments, zone reclassifications, and variances) assignments. We have the capacity to provide environmental analysis and documentation for environmental review under CEQA and NEPA, and develop recommendations for action by City staff and officials. Collectively, with several trusted teaming partners who are experts in their respective fields, we also have the capacity to author or peer review a wide variety of technical studies, including but not limited to: biological, cultural, geologic, transportation, air quality, noise, energy, visual, water availability assessments, and on-site wastewater treatment system analysis, in addition to development feasibility analyses and identification of constraints and opportunities.

Our approach to planning focuses on achieving practical win-win solutions, with broad community support, and a clear path toward implementation. We leverage our firm's technical expertise and longstanding relationships with regional experts to design projects that are technically grounded and achievable, an asset in communicating with regulatory agencies.

On-Call Planning Project Assistance



LACO's planning team has extensive experience working in the public sector as County and City planners and is available to serve as an extension of your staff. We have or currently provide on-call staffing, technical reviews, staff reports, NEPA and CEQA environmental review documents, grant services, special project support, and/or project design services to the Counties of Humboldt, Trinity, Mendocino, Sonoma, Lake, and the Cities of Arcata, Eureka, Fortuna, Willits, Ukiah, Lakeport, Clear Lake, Cloverdale, and Calistoga, and numerous service districts.

Our experienced team is well suited to assist the City with processing applications from start to finish, including:

- Application review and processing;
- Review and preparation of technical studies;
- Coordination and engagement with agencies [including but not limited to the U.S. Fish and Wildlife Service (USFWS), California Department of Fish and Wildlife (CDFW), State Water Resources Control Board (SWRCB), California Department of Transportation (Caltrans), and local Tribal Historic Preservation Officers (THPOs), all of which we are routinely in contact with] and project applicants;
- Preparation of staff reports and resolutions;
- Presentation of projects before the decision makers, including the Planning Commission and Board of Supervisors;
- On-site customer service and support; and
- Training and mentoring Planning staff.

Having prepared numerous permit applications and performed multiple agency consultations, we are well suited to evaluate development proposals and advise the City on the appropriate level of review, agency involvement, and public outreach required for a specific project or program. Additionally, having worked at several Planning Departments as an extension of staff, LACO can provide exceptional customer service and trainings for Planners at all levels.

Environmental Compliance

LACO planners have a high level of expertise in the field of California Environmental Quality Act (CEQA) compliance, and extensive experience preparing initial studies, mitigated negative declarations/negative declarations, mitigation monitoring and reporting programs, and associated technical studies. Our team is knowledgeable with federal and state laws including the Clean Water Act, Endangered Species Act, Clean Air Act, and California Coastal Act, and stay informed regarding changes in associated regulations.



Our Planning team has extensive experience in the following areas:

- Clearly identifying project objectives, determining the level of scoping needed, and collecting baseline data;
- Determining and preparing the appropriate and required NEPA and CEQA documentation;
- Identifying significance criteria for impact analyses and developing reasonable and practicable mitigation measures;
- Outreach to the Native American Heritage Commission (NAHC) and Northwest Information Center (NWIC), in addition to collaboration and consultation with local tribes;
- Preparing preliminary, public, and final drafts of resolutions, staff reports, and environmental documentation; and
- Presenting at public hearings to address public and decision maker concerns and answer technical questions.

In addition to the above environmental review tasks, our team can provide peer review of CEQA documents prepared by others for completeness, adequacy, and compliance.

Agency Permitting

LACO staff are experienced in the preparation and review of permit applications and supporting technical documents for a broad range of regulatory requirements including the Clean Water Act (CWA), Endangered Species Act (ESA), and National Historic Preservation Act (NHPA) and associated permits, including but not limited to U.S. Army Corps of Engineers (USACE) Clean Water Act Section 404 permit and California Department of Fish and Wildlife (CDFW) Lake or Streambed Alteration Agreement (LSAA).



We have prepared permit applications and conducted agency consultations including, but not limited to, the following:

- CWA Section 404 Nationwide Permits
- CWA Section 404 Individual Permits
- CWA Section 401 Water Quality Certifications
- Rivers and Harbors Act Section 9/Section 10 Permitting
- Porter-Cologne Act Waste Discharge Requirements
- Federal ESA Section 7 Consultations
- Federal ESA Section 10 Habitat Conservation Planning
- State Water Resources Control Board (SWRCB) National Pollutant Discharge Elimination System (NPDES) Permitting
- California Department of Fish and Wildlife Service (CDFW) LSAAs and Routine Maintenance Agreements
- California Coastal Commission (CCC) Coastal Development Permits
- Right-of-Way Agreements

LACO is able to evaluate a development proposal and determine which agencies may have jurisdiction and which permits may be applicable, and begin those consultations early in the permitting process. Having prepared numerous permit applications and performed multiple agency consultations, we are well suited to evaluate development proposals and advise the City on the appropriate level of review, agency involvement, and public outreach required for a specific project or program.



Community Meetings and Public Hearings

LACO staff are experienced working with public agencies, private applicants, tribal governments, and the general public. We are experienced in the design, coordination, and facilitation of workshops, hearings, meetings, scoping sessions, and design charrettes, and are comfortable presenting to the Planning Commission and Board of Supervisors, as well as at public scoping meetings. We look forward to representing the City with professionalism and courtesy, whether in the office, field, or at public meetings/hearings.

Specialized Expertise

As an interdisciplinary consulting firm, LACO strives for seamless coordination between planners, engineers, and other disciplines. Along with several trusted teaming partners, we have the capacity to author or peer review a wide variety of technical studies including but not limited to:

Transportation, Air Quality, and Noise Studies

Traffic modeling studies, traffic impact assessments, parking assessments, air quality studies, air quality modeling, emission inventories and forecasts, noise modeling and monitoring, and land use/noise compatibility studies.

Visual Resources Studies

Visual resources inventories, visual impact assessment reports, viewshed mapping, and plans/renderings to communicate a project's vision.

Biological Studies

Botanical surveys; wildlife inventories and population counts; ecological field studies; vegetation and wildlife habitat mapping; habitat evaluation; wetland delineation; rare and endangered species surveys; impact assessments; habitat protection, restoration, and management plans; and resource management plan coordination with federal and state agencies.

Energy Studies

Energy assessments, net energy studies, and energy resource evaluations.

Historic Preservation/Cultural Resources Studies

Historical archaeology, historical architecture, Native American resources, cultural resource investigations, archaeological reconnaissance, and implementation of state and federal regulations pertaining to the management of archaeological resources.

Mitigation Monitoring Plans

Comprehensive monitoring programs and ordinances, specific monitoring recommendations, on-site monitoring of impacts and mitigation measures, and reporting programs.

Water Resource Studies/Stormwater Plans

Water resource issue evaluations, water supply and use investigations, modeling, water quality investigations, stormwater drainage and impact evaluations, and review of stormwater plans, calculations, and evidence including NPDES Permit Application Checklist, impervious surface data, and stormwater treatment measures (as applicable based on project size). LACO staff wrote Mendocino County's *Low Impact Standards Development Manual*.



Wastewater Studies

Storm water modeling, collection system analysis and modeling, permit assistance with waste discharge requirements, and National Pollution Discharge Elimination System (NPDES) general permit compliance.

Hydrology and Hydraulics

Hydrological and hydraulic modeling, surface and ground water modeling, water supply and allocation studies, and geomorphology.

Geology

Geotechnical investigations, liquefaction analyses, landslides and fault hazard evaluation, tectonic/seismologic hazard analysis, and slope stability modeling and analysis.

Road Evaluations

Roadway evaluation and assessment reports, road maintenance plans, and cost analyses.

SMARA

Surface mining permit applications and renewals, reclamation plans, financial assurance cost estimates, and site inspections.

Tsunami Hazard Studies

Tsunami hazard (probabilistic and deterministic) and inundation studies, wave height prediction.

Economic Studies

Fiscal impact analysis, market studies, revenue generation studies, socioeconomic impact assessments, economic modeling, forecasting, and water resource development studies.

Asbestos/Hazardous Materials

Suspect asbestos-containing building material surveys, oversight of asbestos abatement, and air monitoring.

Additional Services

Professional Grant Writing Services

LACO offers assistance with obtaining and administering grants and low interest loans to support our clients and their projects, programs, and initiatives. With the State of California and federal government continually seeking to fund rural and disadvantaged communities and consider environmental justice when making funding decisions, it is more important than ever to understand how to access grant funding and how that funding can amplify a project's impact and bolster an organization's resources. Our grant writing team navigates the sometimes complex and murky grant funding environment daily, and we are here to become a part of your team and help you through the process. LACO's team of technical professionals allows us to draft strong, technically sound, project documents which can then be reviewed by County staff in the relevant discipline, saving staff time without impacting the quality of your funding requests.



In recent years, LACO has secured millions of dollars for our tribal, municipal, and special district clients through grant programs including the Clean Water and Drinking Water State Revolving Funds, Community Development Block Grant Program, FEMA Hazard Mitigation Grant Program, CAL FIRE Fire Prevention Grant Program, and programs made possible by statewide bonds including Proposition 1 and Proposition 68. LACO's grant writing team works seamlessly with our technical professional services to support a wide variety of project types including

drinking water, wastewater, water quality, water supply, water conservation, solid waste, energy efficiency, flood management, emergency preparedness, disaster recovery, wildfire mitigation, and transportation and community facilities.

Funding Opportunities Analysis

LACO is available to research grant funding streams to understand current priorities and interests, recently funded projects, funding processes, and application and administration requirements.

Grant Proposal Development

LACO also assists with the completion of grant applications, including the preparation of applications typically requiring a project summary/abstract, project narrative/scope of work, budget and budget justification, technical reports, designs and drawings, and letters of support. Developing a competitive grant application can take anywhere from a few days to hundreds of hours of effort. In the communities we serve, many of our clients are working with limited or even non-existent staffing and do not have the resources to dedicate to this effort. We endeavor to work with our clients in whatever capacity yields the greatest benefit, be that as an extension of client staff leading the entire application development process, taking on individual application components while staff complete others, or providing templates, review, and feedback on materials prepared by staff.

Grant Management

LACO also supports monitoring contracts for compliance and assists with reporting requirements and close out procedures. Though a common conception of grant funding is "free money," we know the process well enough to understand that every grant requires significant amounts of staff time and effort post-award to track performance, document compliance, and maintain a strong working relationship with funding agency staff. Our team of grant professionals can step into this role and ease the load on County staff, whether we are helping to draft and review grant agreement language, track project performance and generate monthly or quarterly

activity reports and reimbursement requests, or reviewing project outcomes and drafting final reports which reflect your agency's effective grant management, successful project implementation, and future goals.

LACO Office Locations

LACO has four offices throughout Northern California, including Ukiah, Eureka, Santa Rosa and Chico, with a satellite office in Lakeport:

Firm Name: LACO Associates, Inc. (LACO)

	<u>Ukiah</u>	<u>Eureka</u>	<u>Santa Rosa</u>	<u>Chico</u>
Address:	1072 N. State Street Ukiah, CA 95482	21 W. Fourth Street Eureka, CA 95501	1550 Airport Blvd., Suite 120 Santa Rosa, CA 95403	2561 California Park Drive, Suite 200 Chico, CA 95928
Phone Number:	(707) 462-0222	(707) 443-5054	(707) 525-1222	(530) 801-6170

For purposes of this proposal, LACO's Chico Office will receive any written correspondence.

1.0 STATEMENT OF UNDERSTANDING



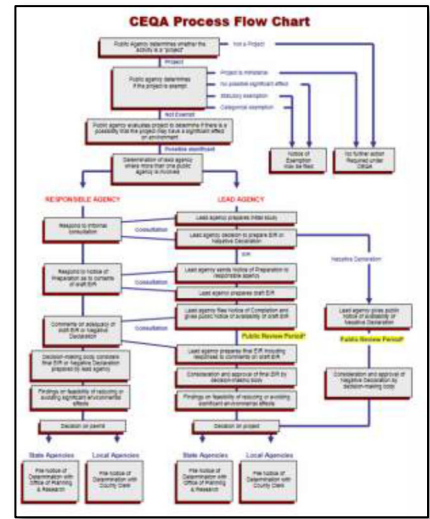
The City of Willows is requesting a full range of municipal planning services and technical assistance, which may include but is not limited to, current and long-range planning services, application processing, customer/counter service, and environmental review services pursuant to the California Environmental Quality Act (CEQA).

LACO's Planning team is prepared to provide the necessary suite of services to support the City's Planning Division. Our team of Planners have numerous years of experience supporting public planning agencies, and are skilled in reviewing and processing a wide array of permit applications; drafting environmental review documents (both CEQA and NEPA); authoring or peer reviewing technical studies; preparing, updating, and implementing ordinances, General Plans, Zoning Codes, Housing Elements, and Local Coastal Programs; drafting staff reports; preparing notices; presenting projects before local decisionmakers (including Zoning Administrator, Planning Commissions, and Board of Supervisors); and providing training to staff through in-person or video telecommunication and/or static materials such as project review checklists, training materials, and internal questions and answers (Q&A) reference documents. LACO is proficient in using permitting software, such as Accela, e-Trackit, and Geographic Information Systems (GIS), for example. LACO's Planning team has successfully worked at physical locations and remotely to meet the specific needs of each municipality.

Additional information on LACO's team, project approach and availability, project references, and a detail breakdown of cost of services are provided in the following sections.

2.0 PROPOSED TEAM MEMBERS

LACO's planning team, led by Ms. Ryan, is comprised of nine (9) Assistant to Principal-level planners who are all versed in preparing, reviewing, and processing permit applications for a wide array of project types; preparing environmental documentation for projects pursuant to CEQA (including Initial Studies, Mitigated Negative Declarations, Addendums, Notices of Determination, Notices of Exemption, Mitigation Monitoring and Reporting Programs); preparing and peer reviewing technical studies; preparing staff reports; conducting aesthetics and visual resources analyses; facilitating community engagement processes; and presenting at public workshops and hearings. In addition to the above environmental review tasks, our team can provide peer review of CEQA documents prepared by others for completeness, adequacy, and compliance. Additionally, our planning team also has expertise in the Ralph M. Brown Act and California Public Records Act.



LACO has provided professional services to local agencies and municipalities in both an on-call and project-specific capacity for decades. We have and continue to provide technical reviews, CEQA documents, on-call staffing, staff reports, grant services, special project support, process creation and training, and/or project design services to the Counties of Mendocino, Humboldt, Lake, Trinity, Sonoma, and the Cities of Arcata, Eureka, Fortuna, Willits, Ukiah, Lakeport, Clear Lake, Cloverdale, and Calistoga, and numerous service districts. Our technical experts can integrate seamlessly with City staff to expand capacity and streamline operations, support application review and processing, review and/or prepare a wide array of technical studies, environmental review documents, and updating City documents. Many of our professionals have previously held roles in local government, and they bring a deep understanding of agency priorities and challenges. Specifically, Ms. Ryan and Mr. Turner have over 30 years of combined municipal planning experience. As a team, we are ready to serve as an extension of staff for the City's Planning Division in whatever capacity necessary.

In addition, LACO's Grant Writing team is available to assist the City with obtaining and administering grants and low interest loans to support a variety of projects, programs, and initiatives to support the local community.

2.1 Project Manager

Managing this project will be Byron Turner, Deputy Planning Director at LACO. Mr. Turner has over 20 years of public planning and project management experience, including but not limited to acting as Interim Planning Director for the County of San Benito, permit processing, writing and reviewing CEQA documents, ordinance development, General Plan and Housing Element updates, and presenting at public hearings. As Principal Planner in Lake County, Mr. Turner oversaw all aspects of the County's cannabis program from its inception until 2019, as both a project manager and a supervisor, and assisted with updates to the County's General Plan, eight (8) Local Area Plans, and Housing Element. Since joining LACO, Mr. Turner has continued to write and review CEQA documents and process permit applications for a variety of complex projects for multiple California counties.

2.2 Key Staff Biographies

A brief description of each member of LACO's Planning team is included below. Full resumes of each team member are included in Appendix A.

Planning



Mike Nelson, AICP – CEO/President | Senior Planning Advisor and QA/QC

Mr. Michael (Mike) Nelson will serve in an advisory capacity and perform quality assurance/quality control (QA/QC) for the project. Mr. Nelson has over 25 years of professional planning experience and currently serves as LACO's President and Planning Principal. Mr. Nelson is LACO's expert on the planning, entitlement process, and environmental compliance and will provide oversight and management of the contract between the County and LACO, consult on complex planning assignments, and will perform quality assurance/quality control of outgoing deliverables. He has managed many complex entitlement, development, and construction projects, as both an owner's representative and private consultant for private developers, cities, counties, community service districts, and Tribal governments.



Meghan Ryan – Planning Director | Principal-in-Charge and Project Management Support

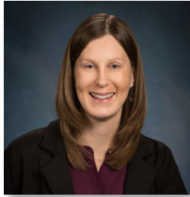
Ms. Meghan Ryan has been designated as your Principal-in-Charge and will be the LACO planning team lead on the project. Ms. Ryan has over 17 years of professional planning experience and currently serves as LACO's Planning Director. Ms. Ryan has extensive experience in processing planning applications, including application assistance, drafting and reviewing staff reports and environmental documents. Prior to joining LACO, Ms. Ryan's career started as a Planner for Humboldt County where she worked for 8 years, from 2005 – 2011 and from 2018 -2021 as Senior Planner. Her project experience includes authoring environmental documents for compliance with NEPA, CEQA, preparing and processing entitlements both State and local agencies, such as the Department of Fish and Wildlife, the North Coast Regional Water Quality Control Board, and the State Water Resources Control Board for developments affecting sensitive species and habitats, Surface Mining and Reclamation Act (SMARA), commercial proposals and Coastal Development Permits. Ms. Ryan has worked closely with State and Local agencies to move projects forward to decision for several years. Ms. Ryan routinely prepares and presents written reports and oral testimony to decision makers such as Planning Commissions and Board of Supervisors.



Byron Turner – Deputy Planning Director | Project Manager

Mr. Byron Turner has been designated as the Project Manager for the project. Mr. Turner will be responsible for client communication, assisting with quality assurance/quality control, ensuring efficiency management, and being a team resource for specific project questions. Mr. Turner has over 20 years of experience as a Planner and Project Manager and has been with LACO for nearly 4 years. Mr. Turner currently serves as LACO's Deputy Director of Planning and is the Project Manager for LACO's current on-call contract with the Counties of Trinity and Lake and the City of Calistoga for permitting assistance. Prior to joining LACO, Mr. Turner served as the Principal Planner for the Lake County Community Development Department, where he oversaw revisions to the Lake County cannabis cultivation regulations and implementation of the program. He was previously the Assistant Director of the San Benito County Resource Management Agency, where he spent over two years as the Interim Planning Director, and he also served as a Planner and Code Enforcement Officer in the County of Imperial. Mr. Turner has extensive experience

in a wide range of project types, from cannabis ordinance development, and cannabis cultivation, manufacturing, and distribution permitting, industrial scale energy projects and Planned Developments, natural resource extraction and SMARA compliance, to minor subdivisions and use permits, ordinance development, and General Plan and Housing Element updates.



Megan Marruffo – Senior Planner/Project Manager | Project Planner

Ms. Megan Marruffo will serve as a Planner on the project. Ms. Marruffo has over 11 years of public planning and private consulting experience. Ms. Marruffo has been part of the LACO team since 2015 and currently serves as a Senior Planner and Project Manager for LACO. She specializes in CEQA and NEPA compliance and is also skilled in project management, entitlement processing, plan review, and preparing a variety of professional reports, including environmental review documents, feasibility analyses, staff reports, and resolutions. She also has extensive experience preparing and presenting written reports and oral testimony to decision-making bodies. Ms. Marruffo currently assists with providing on-call cannabis permitting support to Lake and Trinity Counties. In addition, Ms. Marruffo also provided project management for LACO's on-call planning contract with the County of Humboldt for assistance with processing cannabis applications.



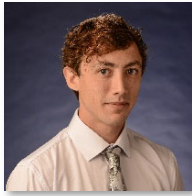
Becky Dalske, AICP – Senior Planner/Project Manager | Project Planner

Ms. Rebecca (Becky) Dalske will be a Planner assigned to the project. Ms. Dalske joined LACO in late 2016 with prior experience in environmental compliance for a renewable power company in Santiago, Chile, and currently serves as a Senior Planner and Project Manager at LACO. She specializes in the development and implementation of County ordinances and programs spanning multiple County departments, the preparation of environmental documents pursuant to CEQA, and the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, State, and Federal requirements for public and private clients. Ms. Dalske previously worked at the County of Mendocino's Planning Department assisting the County with day-to-day operations as needed. Ms. Dalske's experience at LACO additionally includes preparing technical reports for use by public and private clients, scope of services and contract development, zoning and general plan interpretation, and preparation of environmental review documents pursuant to NEPA.



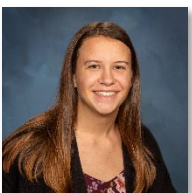
Max Hilken – Associate Planner | Project Planner

Mr. Max Hilken joined LACO's planning team in July 2017 and will serve as a Planner for this project. Mr. Hilken has provided project assistance for a variety of project types, including special permits and conditional use permits. He has experience in the preparation of initial studies, technical memorandums, and media content, and is also skilled in geographic analysis. Mr. Hilken also has prior experience with reviewing and processing over 680 cannabis applications submitted to the Humboldt County Planning Department. Mr. Hilken routinely prepares and presents written reports and oral testimony to decision makers such as Zoning Administrators and Planning Commissions.



Christopher Alberts – Associate Planner | Project Planner

Mr. Christopher Alberts joined LACO's Planning Team in March of 2023 with prior experience in both land use and environmental planning. Mr. Alberts will serve as a Planner for the project. Mr. Alberts began his professional planning career with the County of Humboldt in 2018. While working for the County of Humboldt, Mr. Alberts specialized in cannabis permitting. In 2021, Mr. Alberts began working for the County of Ventura, where he specialized in Commercial/Industrial Permitting, Commercial Cannabis Permitting, and Tree Permitting. Mr. Alberts has processed a variety of land use permits, including but not limited to wireless communication facilities, insectaries, water distribution companies, mini-storages, zone changes, residential, and cold storage facilities. Mr. Alberts excels at preparing and presenting written reports and oral testimony to decision makers such as Planning Commissions and Zoning Administrators.



Amy Marigo – Staff Planner | Project Planner

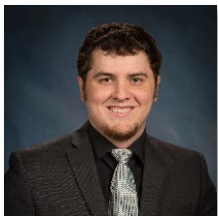
Ms. Amy Marigo is a Staff Planner with LACO and will serve as a Planner on this project. Ms. Marigo joined LACO's planning team in 2021. Since joining LACO, Ms. Marigo has assisted with conducting environmental review under CEQA and NEPA and has assisted with obtaining and maintaining compliance with regulatory permits from various agencies, including the U.S. Army Corps of Engineers and the North Coast Regional Water Quality Control Board. Ms. Marigo is also skilled in geospatial analysis.



Melissa Frausto – Assistant Planner | Project Planner

Ms. Melissa Frausto is an Assistant Planner with LACO and will serve as a Planner on this project. Ms. Frausto currently assists with providing on-call cannabis permitting support to Trinity and Lake Counties, and is skilled in the preparation of environmental review documents pursuant to NEPA and CEQA, and various agency permits. Ms. Frausto's planning experience also includes working with rural northern California counties, and tribal nations working on hazard mitigation plans, long- and short-range transportation plans, and grants to secure funding for projects. Ms. Frausto excels at writing and communicating with technical audiences.

Grant Writing



Jordan Blough – Grant and Funding Development Manager

Mr. Jordan Blough has worked as a professional consultant since 2015, with a focus on economic development since 2017. Mr. Blough's role focuses on connecting LACO's clients with funding opportunities to help bring their projects from concept to reality. This includes assessing funding opportunities for fit and likelihood of success, supporting clients as they scope out projects which meet the community's needs and funding source requirements, and developing comprehensive and compelling funding applications. Mr. Blough has led or supported successful grant applications funded through agencies such as the US Department of Housing and Urban Development (HUD), the Federal Emergency Management Agency (FEMA), the California State Water Resources Control Board (SWRCB), California Department of

Water Resources (DWR), California Department of Forestry and Fire Protection (CAL FIRE), and the California Department of Fish and Wildlife (CDFW), amongst others.

2.3 Subconsultants

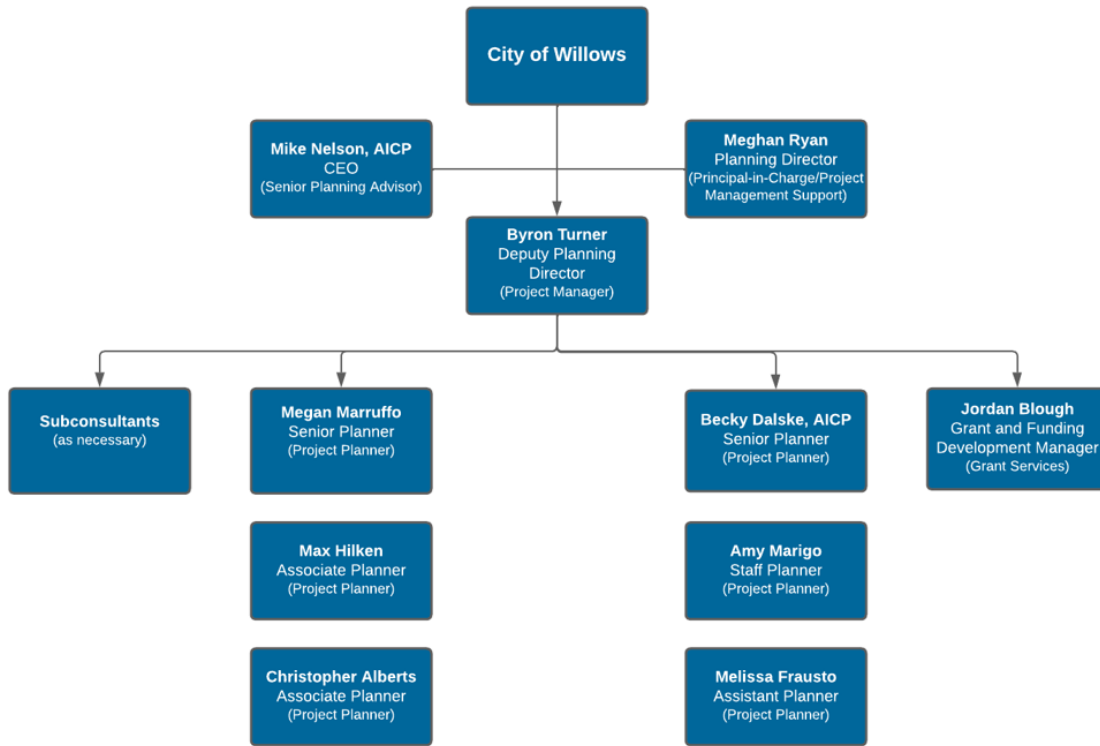
Subconsultants may be required in order to fulfill the scope of services described in the RFP. LACO's team of certified Civil Engineers, Surveyors, and Planners are able to variety a wide range of special studies and reports in-house. However, in the event additional special studies and/or reports are required for any assigned project, LACO is available to coordinate with our renowned teaming partners and manage preparation of the required special studies/reports (such as biological studies, rare plant surveys, wetland delineations, cultural resource surveys, geologic assessments, traffic studies, etc.). LACO will work with subconsultants with a proven track record for professionalism and success. LACO anticipates the portion of work that may be conducted by subconsultants would not exceed ten percent (10%) of the overall contract amount. Any work that would require subconsultants would be discussed with and authorized by the City prior to moving forward with any agreements.

Work conducted by subconsultants will be controlled, monitored, and evaluated by the LACO leadership team of Michael Nelson, Meghan Ryan, and/or Byron Turner. Prior to engaging a subconsultant, the need and estimated timeline will be developed then discussed with the subconsultant. Once contracted, the Project Manager will work with the subconsultant to ensure the work is performed as agreed upon. The Project Manager will check in with the subconsultant weekly to monitor progress. The Project Manager will review the draft deliverable to ensure the technical report meets industry standards and contains the necessary information to supplement an environmental review document.

Firm descriptions, key staff member resumes, and schedules of rates for subconsultants can be provided upon request.

2.4 Organizational Chart

We have assembled a team with the expertise needed to fulfill the requested services. As provided below, our team includes, but is not limited to, AICP-certified Planners, Assistant- to Senior-level Planners, and Project Managers from LACO Associates, Inc. (LACO). The project roles identified below generally reflect the task to which each team member would be assigned. Any subconsultants required to prepare technical reports (such as biological and rare plant surveys, wetland delineations, traffic studies, etc.) would be managed by Byron Turner, Deputy Planning Director and Project Manager. Please note that respective titles and roles may vary slightly from the Schedule of Rates provided in Appendix B of this Proposal.



3.0 APPROACH AND AVAILABILITY



LACO is able to provide project-level planning services, including project intake, completeness review, correspondence with referral agencies and applicants, Tribal consultation, preparing staff reports, preparing CEQA Initial Studies, and presenting projects before the decision makers. These services can be provided in-house and remotely from each of the LACO offices. We are prepared to be as full service as necessary to relieve the burden on staff and process projects efficiently to decision. Our team is here to serve as an extension of your staff, shifting priorities when you need to and moving rapidly to meet your deadlines. We look forward to representing the City with professionalism and courtesy, whether in the office, field, or at public meetings/hearings.

LACO understands the City requests a minimum of one full 8-hour day per week of in-person planning services and support by the chosen consultant team. LACO can provide on-site planning support 2 – 3 days per week (16 – 20 hours), if needed, and can be flexible as required to meet the City's needs. LACO would provide a staff member with several years of experience working in the public sector and able to provide oversight and technical expertise to City planners for projects. We are all trained in the public records act and treat

all correspondence and reports accordingly. We are well versed and adapted to video communications as well as observing safety protocols for field work or in-person meetings. Our deep history working in and with local governments will be a tremendous benefit and will allow our team to “hit the ground running.”

Prompt responses to public inquiries and timely permit processing are top priorities for LACO, as we understand the importance of not only meeting code requirements, but also for providing exceptional customer service. Typically, we return phone calls by the end of the next business day. While some questions may require more research than others, we understand the importance of responding to the public in a timely manner. Even if the call is to let someone know we received their message and we are researching their question, great customer service means letting people know they were heard and we are prioritizing their question.

Timely permit processing requires attention to detail and prompt responses as well. Each project requires that processing and noticing timelines required by State and local regulations, such as the Permit Streamlining Act, CEQA, and the City of Willows Zoning Code, are closely monitored to keep projects moving forward. In addition to adhering to these regulations, LACO's internal process also ensures timely permit processing by requiring response times to project reviews and questions from support and senior-level staff to fit within the required timelines prescribed by the law. If any issues arise when processing a permit application that may require additional information or length anticipated for project review, LACO will communicate this need to the City with a recommendation on how to move forward, including what additional time may be required.

LACO will be the City's single point of contact and will assign planning staff and technical experts appropriate to each assignment. Our project team arrangement, as proposed, will reduce the number of staff and consultants working directly with the City, streamlining communication and final work product quality. We will work in concert with the City to use our expertise and familiarity to efficiently manage the process, project timelines, and resources. This collaboration will ensure that the City receives the highest level of service throughout the life of the contract. LACO anticipates up to two, one-hour coordination meetings monthly in addition to project specific meetings for the duration of the contract.

To be efficient and make sure all team members are working with the latest information, before beginning any work on each project, we will conduct a project kickoff training with the full project team to provide an extensive overview of the project scope, schedule, and budget. To effectively manage City-assigned planning projects, we will create a tracking log that City staff can reference to identify the status of a particular project or task, including communications, upcoming deadlines, and next steps.

LACO will provide the appropriate level of project management and administration necessary for proper planning, execution, monitoring, quality control, and reporting of City-assigned projects. Ongoing communication will be maintained throughout each project to ensure a mutual understanding and foster a productive relationship in which the status of the project is clear and problems are addressed in a timely fashion. We will prepare a monthly progress summary report for attachment to the monthly invoice detailing monthly expenditures, the overall budget status, work activities completed



for that billing cycle, and upcoming work activities scheduled for the next billing period. When technical studies or reviews related to biological resources and wetlands, cultural resources, and/or traffic, are required, Mr. Turner (Project Manager) will be responsible for coordinating these efforts and ensuring staff workloads and deliverable timelines are clear.

4.0 REFERENCES



LACO's Planning team has proven successful in providing on-call permit application processing support for several jurisdictions, including the Counties of Mendocino (since 2015), Humboldt (since 2017), Trinity and Lake (since 2021), and the City of Calistoga (since 2022). Specifically, LACO has provided on-call planning support for each jurisdiction, working alongside and as an extension of municipal staff to process permit applications, review and prepare environmental review documents pursuant to CEQA, prepare staff reports, present projects before a variety of decision-makers, develop checklists and procedures for processing applications, and conduct pre-site inspections. Most notably, for the County of Humboldt, our team

reviewed for completeness and assisted with the processing of over 680 cannabis applications submitted to the Planning Department, prepared staff reports for cannabis applications requiring both Special Permits and Conditional Use Permits, and presented over 100 projects to the Zoning Administrator and Planning Commission for approval. These experiences are further described below.

We are including the following references for those who can attest to our Planning team's exemplary level of service and demonstrate our on-call Planning and CEQA related experience:

County of Humboldt Planning and Building Department

Contact Name: John Ford, Director
Address: 3015 H Street, Eureka, California 95501
Phone Number: (707) 445-7451
Email Address: jford@co.humboldt.ca.us

Contact Name: Cliff Johnson, Supervising Planner*
Address: 3015 H Street, Eureka, California 95501
Phone Number: (707) 445-7451
Email Address: cjohnson@co.humboldt.ca.us

* A Letter of Recommendation from the County of Humboldt Planning and Building Department is enclosed in Appendix C.

County of Lake Community Development Department

Contact Name: Mireya Turner, Community Development Director
Address: 255 North Forbes Street, Room 325, Lakeport, California 95453
Phone Number: (707) 263-2221
Email Address: Mireya.Turner@lakecountyca.gov

County of Trinity Community Development Services – Cannabis Division

Contact Name: Drew Plebani, Cannabis Division Director
Address: 530 Main Street, P.O. Box 2819, Weaverville, California 96093
Phone Number: (530) 623-1351 ext. 2853
Email Address: Dplebani@trinitycounty.org

County of Mendocino Planning and Building Services Department

Contact Name: Julia Acker-Krog, Chief Planner
Address: 860 North Bush Street, Ukiah, California 95482
Phone Number: (707) 234-6650
Email Address: ackerj@mendocinocounty.org

City of Calistoga Planning and Building Department

Contact Name: Jeff Mitchem, Planning and Building Director
Address: 1232 Washington Street, Calistoga, California 94515
Phone Number: (707) 942-2830
Email Address: jmitchem@ci.calistoga.ca.us

Dry Creek Rancheria Band of Pomo Indians

Contact Name: Dave Cade, Housing Director
Address: P.O. Box 607, Geyserville, California 95441
Phone Number: (707) 431-4029
Email Address: davec@drycreekrancheria.com

* A Letter of Recommendation from the Dry Creek Rancheria is enclosed in Appendix C.

4.1 Recent Related Projects and Experience

4.1.1 Humboldt County On-Call Planning Services

Project: Humboldt County On-Call Planning Services

Client Name: County of Humboldt Planning and Building Department

Contact Name: Cliff Johnson, Supervising Planner

Phone Number: (707) 445-7541

Email Address: cjohnson@co.humboldt.ca.us

Dates of Work: 2017-2023

Between 2017 and early 2023, LACO provided on-call planning and project management services to the County of Humboldt. Our services included in-house permit processing, where LACO planners worked full-time, side by side with County staff processing applications for cannabis cultivation and facilities. LACO staff were instrumental in optimizing the County's workflow on the more than 2,300 cannabis applications received. The work included project intake, completeness review of over 680 applications, project referrals, coordination with applicants and outside agencies, preparing staff reports for cannabis applications requiring both Special Permits and Conditional Use Permits, CEQA compliance (IS or NOE), noticing, and presenting over 100 projects to the Zoning Administrator, Planning Commission and Board of Supervisors for decision. Our work additionally included analysis of over 1,300 different properties throughout the County, and engagement with countless landowners, farmers, lawyers, consultants, and members of the community. During the course of our contract, the team also created several tools, checklists, and guidelines for cannabis cultivation application review that are utilized by County staff. The project team works remotely from offices throughout northern California to review the applications for completeness, write staff reports, and schedule the projects for review by County decision-makers.



This project involves a high volume of permits, up to 50 at a time, that must be processed efficiently to schedule hearings. To be effective and make sure all team members are working with the latest information, we have used strategies and tools that have included:

- Project kickoff training with an extensive overview of the County's cannabis ordinance and other relevant local and State regulations;
- Weekly office hours for staff to trouble shoot with senior staff;
- Regular check-in meetings with the senior level staff and managers to discuss new information and solidify our processes;
- Bi-monthly check-ins with the County to discuss any issues and address questions; and
- Google Docs to memorialize points of discussion and decisions and to make it easily available for the team to access and have developed protocols and deadlines for communicating with applicants to encourage timely communication.

Additionally, LACO recently provided planning and project management services related to the Nordic Aquafarms project (a large, land-based finfish recirculating aquaculture system facility), including coordination with the applicant and outside agencies, review of the Draft Environmental Impact Report (EIR) and preparation of response to comments for the Final EIR, staff report preparation, meeting public noticing

requirements, and public hearing presentations to the Humboldt County Planning Commission and Board of Supervisors. LACO continues to work closely with the Humboldt County Planning Department on other special projects, including the Humboldt Bay Area Plan Update, the Climate Action Plan Environmental Impact Report (CAP EIR), and anticipates drafting and processing an upzone related the recent changes in State Housing regulations. These example projects and continued relationship are a testament to LACO's ability to support County staff in processing an extremely complicated and controversial project.

4.1.2 Lake County On-Call and On-Site Planning Services

Project: County of Lake On-Call Planning and Planner On-Site Services

Client Name: County of Lake Community Development Department

Contact Name: Ms. Mireya Turner, Community Development Director

Phone Number: (707) 263-2221

Email Address: Mireya.Turner@lakecountyca.gov

Dates of Work: 2021-current



Beginning in August 2021, the LACO planning team has served as an extension of County staff and provided on-call cannabis application processing support. Initially, LACO assisted County Planners in-house with ordinance and project review, process development, and training. Our team assisted with the review and processing of over 90 projects, where our team has reviewed for completeness and assisted with processing submitted applications to the Planning Department, including review and drafting of Initial Studies and Mitigated Negative Declarations, preparing staff reports for Conditional Use Permits, and presenting projects to decision makers, such as the

Planning Commission and Board of Supervisors. For projects requiring additional information to move forward to decision, status memos were drafted and submitted to the County that outline the items remaining. The team also created several tools, checklists, and guidelines for cannabis cultivation application review. The project team works remotely from offices throughout northern California to review the applications for completeness, write staff reports, and schedule the projects for review by County decision-makers.

To be efficient and make sure all team members are working with the latest information, we have used strategies and tools that have included:

- Project kickoff training with an extensive overview of the County's cannabis ordinance and other relevant local and State regulations;
- Office hours and individual check-ins for staff to trouble shoot with senior staff;
- Regular check-in meetings with the senior level staff and managers to discuss new information and solidify our processes; and
- Weekly check-ins with the County, both remotely and in person, to discuss any issues and address questions.

4.1.3 Trinity County On-Call Cannabis Application Support

Project: County of Trinity On-Call Planning Services

Client Name: County of Trinity Community Development Services - Planning Department – Cannabis Division

Contact Name: Drew Plebani, Cannabis Division Director

Phone Number: (530) 623-1351 ext. 2853

Email Address: dplebani@trinitycounty.org

Dates of Work: 2021-current

Since September 2021, the LACO planning team has been assisting the Trinity County Planning Department with processing cannabis permit applications, including review of Appendix C CEQA checklists for over 200 cannabis applications. Additionally, the LACO team has assisted with 65 initial site inspections and held regular office hours to address questions from applicants and agents. The project team continues to review Appendix C Checklists that evaluate the project's consistency with Environmental Impact Report (EIR) prepared for Trinity County's cannabis ordinance.



4.1.4 Mendocino County On-Call Planning Services

Project: Mendocino County On-Call Planning Services

Client Name: County of Mendocino Department of Planning and Building Services

Contact Name: Julia Acker-Krog, Chief Planner

Phone Number: (707) 234-6650

Email Address: ackerj@mendocinocounty.org

Dates of Work: 2014-2019 and 2023

LACO's planning team provided five years of on-call planning support to the Mendocino County Department of Planning and Building Services (County)



between 2014 and 2019. Over the years we have assisted with a wide array of project types, including, but not limited to, ordinance development, environmental compliance pursuant to CEQA, and cannabis permit, coastal development permit, and major use permit processing. Many members of LACO's planning team have provided services under these contracts and Project Managers on the various contracts have included Mike Nelson and Becky Dalske, whom will be part of the team for this project. While LACO recently contracted with Mendocino

County to provide on-call planning support to the cannabis department, no projects are assigned as of August 2023.

Coastal Cannabis Ordinances

Recently, our planning team assisted the County with preparation of its Coastal Cannabis Cultivation and Facilities Ordinances. LACO took the lead in authoring the draft ordinance, working closely with County staff. LACO was also responsible for the preparation of staff reports and presentations for hearings before the Planning Commission and County Board of Supervisors, and submission of a Local Coastal Program (LCP) Amendment application to the California Coastal Commission.

Environmental Review for Medical and Adult-Use Cannabis Cultivation Ordinance

LACO completed the environmental review for the County's Medical and Adult-Use Cannabis Cultivation Ordinance, which included preparation of an Initial Study/Mitigated Negative Declaration and a robust Mitigation Monitoring and Reporting Program for county-wide cannabis cultivation activities. In addition, LACO has assisted with updates to the inland Cannabis Cultivation Ordinance that require review pursuant to CEQA. This Ordinance was adopted in 2017 and was among the first in the state, pre-dating the adoption of a statewide licensing program. LACO additionally assisted with the development of the inland Cannabis Facilities Ordinance with the associated CEQA document and public hearings.

Permit Processing

LACO has acted as an extension of County staff to process numerous permit applications, including applications for cannabis cultivation, coastal development, administrative, and major use permits for a variety of uses. This work has included but is not limited to working alongside County staff to review applications and work with applicants on application requirements, preparation of staff reports for County staff review, and environmental review of permit applications pursuant to CEQA. In 2017, LACO additionally was contracted by the County to prepare a cannabis cultivation permitting manual that was intended to be utilized by County staff and the public. While this manual was never released for public or County use, it demonstrates LACO's knowledge of the challenges the County faces with implementing the cannabis cultivation permitting program.

4.1.5 City of Calistoga On-Call Planning Services

Project: City of Calistoga On-Call Planning Services

Client Name: City of Calistoga Planning and Building Department

Contact Name: Jeff Mitchem – Planning and Building Director

Phone Number: (707) 942-2830

Email Address: jmitchem@ci.calistoga.ca.us

Dates of Work: 2022 - Current

Since 2022, LACO has provided the City of Calistoga with a variety of on-call planning services and support for a variety of projects within the City, including the handling of certain entitlement applications and long-range planning efforts. Planning services contracted by the City with LACO include, but are not limited to, the following:

- Processing of special planning projects, such as General Plan (including Housing Element), Zoning Ordinance, other ordinance updates, and entitlement applications, in addition to preparation of staff reports and associated noticing;
- Preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA) and associated documentation (e.g., notices and summary forms). This task includes assistance with circulation of environmental documents to the State Clearinghouse;
- Peer review of staff reports and environmental documents prepared by others;

- Facilitating applicant meetings and coordination between applicants and the City, presentations to the City Council, Planning Commission, and other Boards and Committees, and in-office presence as necessary; and
- Community Development Block Grant (CDGB) grant monitoring.

4.1.6 Dry Creek Rancheria Band of Pomo Indians

Project: Bi' Du Khaale Major Subdivision and Tribal Housing Project

Client Name: Dry Creek Rancheria Band of Pomo Indians

Contact Name: Dave Cade – Housing Director

Phone Number: (707) 431-4029

Email Address: davec@drycreekrancheria.com

Dates of Work: 2018 - Current



Since 2018, LACO has assisted the Dry Creek Rancheria Band of Pomo Indians (DCR) with multidisciplinary services related to the proposed Bi'Du Khaale Housing Project, which will provide 25 affordable housing units for Tribal elders on a property within the City of Cloverdale. LACO's planning team helped to manage the entitlement process, including annexation into the City of Cloverdale from the County of Sonoma, pre-zoning, a general plan amendment, a lot line adjustment, and design review; the CEQA environmental review process, including preparation of an IS, adopted as a MND by the City of Cloverdale; approval of annexation through the Sonoma Local Agency Formation Commission (LAFCo); and resource agency permitting, including obtaining permits from the U.S. Environmental Protection Agency (USEPA), U.S. Army Corps of Engineers (USACE), and California Department of Fish and Wildlife (CDFW), required for work within waters of the U.S. and State. LACO worked closely with the City of Cloverdale, County of Sonoma, Sonoma LAFCo, neighboring property owners, and resource agencies throughout the project to ensure the project would succeed and provide much needed housing for DCR. LACO is proud to be assisting with such an important project for the Tribe.

5.0 COST OF SERVICES

The personnel costs for each labor category that would be expected to work on the project are as follows. A full schedule of Personnel Rates, Equipment Charges, and Travel Reimbursement Costs can be found in Appendix B. LACO's travel expenses would be billed at-cost, as noted in the Schedule of Rates provided in Appendix B.

Staff Member	Labor Category	Hourly Rate
Mike Nelson, AICP	Principal Planner	\$195
Meghan Ryan	Planning Director	\$195
Byron Turner	Deputy Planning Director/Project Manager	\$185
Megan Marruffo Rebecca Dalske, AICP	Senior Planner	\$175
Max Hilken Christopher Alberts	Associate Planner	\$135
Amy Marigo	Staff Planner	\$130
Melissa Frausto	Assistant Planner	\$125

Please note that additional support staff including engineers, technical specialists, administrative personnel, and technicians may be added to support projects, as needed. Additional support staff will be billed in accordance with the Schedule of Rates provided as Appendix B. Additionally, it should be noted that titles shown in the tables above and in the attached Rate Schedule may vary slightly from the titles listed in the Organization Chart found in Section 2.4 *Organizational Chart* of this Proposal, above.

Should any subconsultants be determined necessary for the project, all subconsultant fees would be subject to LACO's standard 15 percent administrative management and oversight fee. LACO will invoice the City and will be responsible for payment of any subconsultant fees. Use of any additional subconsultants would be agreed to by LACO and the City prior to securing any services.

As previously described under Section 3.0 *Approach and Availability*, LACO will bill the City for services performed on a monthly basis. To be included with the monthly invoice will be a monthly progress summary report detailing monthly expenditures, the overall budget status, work activities completed for that billing cycle, and upcoming work activities scheduled for the next billing period.

5.1 Project Cost Control

Budgeting and cost control is a top priority for LACO. When contacted by the City for specific project needs, LACO would develop a budget that includes phases and tasks required to meet the objective. The phases would outline the deliverable and the tasks would describe the required steps to preparing the document. Each task would be assigned a cost to determine the cost of each phase. The costs of the phases would then be totaled to provide an estimated budget for the project. Prior to initiating any work, the budget for the requested services would be agreed upon by the City and LACO.

Once work begins, the Project Manager will be responsible for ensuring the project can be delivered within the budget agreed upon by the City and LACO. The Project Manager will determine appropriate time allocations for the assigned tasks and require staff members to check in with the Project Manager as required to ensure the work completed for each task is done in a timely manner as described by the proposal. Invoices will be provided to the City on a regular basis (e.g., monthly), and the invoices will provide details on tasks charged and budget remaining. If budget amendments are required, LACO will send a detailed

amendment request that describes the need for the amendment, including any new information that may have been discovered that requires the budget amendment.

LACO's approach to cost control is to do the work as efficiently as possible. Examples of this include combining multiple site visits into one day to allow for cost sharing of travel time and mileage, combining tasks (for example a botanical survey with a wetland investigation) so a specialist makes fewer trips to a project area, planning and organization prior to field work so time is not wasted once specialists are in the field and assigning tasks to the staff member with the appropriate expertise. All of these strategies combined create efficiency and projects delivered for the cost agreed upon by the City and LACO.

6.0 ADDITIONAL INFORMATION

While the RFP is specific to comprehensive planning related services, LACO's other departments (Engineering, Survey, and Grant Writing) are also available to assist the City, as needed. Additional information on these additional services, including resumes, are available upon request, or are available on our website: <https://lacoassociates.com/>.

Thank you for your consideration. Please do not hesitate to contact us with any questions.

APPENDIX A

Key Staff Resumes

Michael Nelson, AICP

President and Planning Principal



PROFESSIONAL EXPERIENCE

Mr. Nelson has over 25 years of professional planning experience and currently serves as LACO's President and Planning Principal. Mr. Nelson has extensive experience in project management, financial pro forma statements, entitlement, environmental compliance, sustainable design, design, construction, and operation of hospitality projects, commercial facilities, residential developments, subdivisions, and municipal planning projects. Mr. Nelson is LACO's expert on the planning and entitlement process. Mr. Nelson has managed projects from due diligence phases through commissioning and Certificate of Occupancy phases in Northern California, the Central Valley of California, Hawaii, the U.S. Virgin Islands, and Bermuda for many complex entitlement, development, and construction projects, as both an owner's representative and private consultant.

SELECT PROJECT EXPERIENCE

Redwood Parks Lodge – Orick, California. Mr. Nelson currently serves as the Project Manager for the Redwood Park Lodge Company (RPLC) project located approximately 3 miles norther of Orick, California. The RPLC project is a proposed lodge facility with up to 90 cabins and tent cottages and spans 30 acres. The services provided/to be provided by LACO include civil engineering, domestic water supply, wastewater treatment, geotechnical investigation, groundwater monitoring, Cultural Resources Investigation (subcontracted), General Plan Amendment, Zoning Amendment, Use Permits, wetlands delineation, biological assessment, wildlife management plan, and an EIR for CEQA compliance. Preliminary consultation has been conducted with the California Department of Fish and Wildlife (CDFW), the Regional Quality Control Board (RWQCB), and the U.S. Army Corps of Engineers (USACOE). Humboldt County is the Lead Agency for this project.

Bear River Band of the Rohnerville Rancheria – Loloeta, California. Mr. Nelson was responsible for the NEPA documentation, planning, and permitting support for a Tribal gas station, and he held a supportive role in the planning process for a wetlands mitigation project. He completed the planning process for the wetlands mitigation in a short time frame to meet an accelerated project schedule.

Garberville Sanitary District – Garberville, California. Mr. Nelson served as Project Manager for the preliminary design and CEQA/NEPA compliance to upgrade and expand Garberville Sanitary District's (GSD's) existing wastewater treatment plant. He also served as Project Manager for Planning and CEQA compliance for GSD's new water treatment plant.

Areas of Expertise

Project Management & Team Leadership
Project Entitlement
Hospitality & Community Developments
Sustainable Design
Construction Management
Environmental Compliance

Education

Bachelor of Science, Appropriate
Technology Engineering; Humboldt
State University, Arcata, California

Continued Education

Managerial Accounting, University of
California, Santa Barbara, California
Construction and Energy Management
Program, Cabrillo College, Santa Cruz,
California
The Aji Network, Business Professional's
Course

Registrations and Certifications

AICP Certificate, American Institute of
Certified Planners

Professional Memberships

American Planning Association
Project Management Institute

Michael Nelson, AICP

President and Planning Principal

Mad River Parkway Business Center – Arcata, California. Mr. Nelson served as the Project Manager for this mixed-use project in Arcata, California. This planned development project included a mixed-use residential, commercial, and light industrial used and encompassed 32 acres. The services provided by LACO included civil engineering, geotechnical investigation, wetlands delineation and mitigation (subcontracted), and an Initial Study/Mitigated Negative Declaration (MND) for CEQA compliance. Mr. Nelson was the lead speaker at all public hearing and neighborhood meetings for this project. The City of Arcata was the Lead Agency for this project and the Tentative Map was approved in February 2010.

Samoa Town Master Plan – Samoa, California. Mr. Nelson served as Project Manager for the community master plan by The Danco Group/Samoa Pacific Group for a large-scale mixed-use redevelopment of a historic mill town adjacent to Eureka, California. This project included over 500 residential units, affordable housing, commercial center, and associated infrastructure (water, sewer, and transportation).

Six Rivers Solar, Inc. – Eureka, California. Mr. Nelson was a Solar, Plumbing, Electrical, and General Contractor President and Minority Owner (15%). Mr. Nelson was responsible for overall management of company sales, management, and production. He managed sunroom, solar electric system (PV), and solar water heating system (DHW) design and installation. Additionally, Mr. Nelson was responsible for design and installation of solar water heating systems, hydropower systems, photovoltaic power systems, domestic hot water systems, radiant floor heating, and solariums and weatherization systems.

Destination Villages – Various Locations. Mr. Nelson was the Vice President and Chief Operating Officer of a hotel and hospitality development company that specialized in eco-tourism projects in pristine locations. These low impact development projects incorporated sustainable design and alternative energy systems in locations that were in operation or stages of entitlement, including the United States Virgin Islands, Bermuda, Hawaii, and the Yosemite National Park area.



Areas of Expertise

Municipal Planning
Project Management
CEQA Compliance
Environmental Planning
Rural Community Development
Development and Entitlements
Surface Mining

Education

Bachelor of Science, Natural Resources
Planning, Humboldt
State University, Arcata, California

Continuing Education

Graduate course in Hazard Mitigation
Planning, Humboldt State University

Professional Memberships

American Planning Association- Member
Association of Environmental Professionals-
Member

PROFESSIONAL EXPERIENCE

Ms. Meghan Ryan has over 17 years of professional planning experience and currently serves as LACO's Planning Director and Senior Technical Advisor. Ms. Ryan has extensive experience in project management, entitlement, environmental compliance, and municipal planning projects. She also previously served as a Senior Planner for municipal, non-profit, and private sector projects from entitlement through construction. Prior to joining LACO, Ms. Ryan's career started as a Planner for Humboldt County where she worked for 8 years. Her project experience includes authoring environmental documents for compliance with the National Environmental Policy Act (NEPA), the California Environmental Quality Act (CEQA), preparing and processing entitlements both State and local agencies, such as the Department of Fish and Wildlife, the North Coast Regional Water Quality Control Board, and the State Water Resources Control Board for developments affecting sensitive species and habitats, Surface Mining and Reclamation Act (SMARA), commercial proposals and Coastal Development Permits. Ms. Ryan routinely prepares and presents written reports and oral testimony to decision makers such as Planning Commissions and Board of Supervisors.

Ms. Ryan is an active community member. Ms. Ryan has served on the Manila Community Services District Board of Directors since February 2021. Ms. Ryan has been the President of the Board of Directors since August 2021.

SELECT PROJECT EXPERIENCE

Humboldt County Planning and Building Department Contract Planner – Humboldt County, California. The County of Humboldt retained LACO to assist the Planning Department with processing 2,300 cannabis applications submitted in 2016. Ms. Ryan worked closely with County Planning staff in multiple capacities, including project review, agency coordination, consultant management, staff report drafting and review and customer service. Ms. Ryan has extensively presented to the Humboldt County Planning Commission and Board of Supervisors.

Lake County Community Development Department – Lake County, California. The County of Lake retained LACO to assist the Planning Department with processing cannabis applications. Ms. Ryan manages a team of five planners working closely with County Planning staff in multiple capacities, including project review, agency coordination, consultant management, staff report drafting and review, presentations at public hearings and customer service.

Trinity County Planning Department – Trinity County, California. The County of Trinity retained LACO to assist the Planning Department with processing cannabis applications. Ms. Ryan manages a team of seven planners that review projects for compliance with the California Environmental Quality Act (CEQA).

Karuk Tribe Local Hazard Mitigation Plan – Happy Camp, California. LACO provided planning services to help complete the Karuk Tribe Local Hazard Mitigation Plan (LHMP) Update. LACO worked closely with the Karuk Tribe to update the Tribe's 2015 LHMP to meet current FEMA standards, including development of mitigation for new hazards not previously described, such as cyber security. Ms. Ryan worked closely with LACO staff and the Karuk Tribe to produce a document that reflects the unique concerns of the isolated Tribal community and includes achievable mitigation strategies suitable for the Tribe's geographic and economic setting.

Medical and Adult Use Cannabis Facilities Zoning and Business License Ordinances - Mendocino County, California. The County of Mendocino retained LACO to prepare the zoning and business license ordinances for medical and adult use cannabis facilities. Ms. Ryan is the lead author for both ordinances. She has worked closely with County Planning staff, the Executive Office, and County Counsel to refine the ordinances and present at public hearings.

Walsh Quarry Conditional Use Permit Renewal – Fortuna, California. Ms. Ryan is lead planner for the Walsh Quarry Conditional Use Permit Renewal project. She prepared the conditional use permit application for the existing rock quarry site, including preparation of the financial assurance cost estimate. Ms. Ryan works closely with the project geotechnical engineers and drafters to prepare site plans, multiple technical documents and exhibits to support the application and ensure consistency and compliance with county standards throughout all documents. She serves as a liaison with county planning staff as the application is currently processing.

Project Manager and Environmental Planner. In her capacity as Project Manager and Environmental Planner, Ms. Ryan assisted rural property owners with environmental management strategies and compliance with State and local agencies with oversight of the cannabis industry, such as the North coast Regional Water Quality Control Board, California Department of Fish and Wildlife, State Water Resources Control Board and the Humboldt County Planning Division.

Humboldt County Planning Division. In her position as a Planner I, Ms. Ryan managed permit compliance for a diverse workload of both short- and long-term development projects. She evaluated development proposals for compliance with General Plan, Local Coastal Plans, and Zoning Ordinances. Ms. Ryan researched property history and constraints. She analyzed and summarized results and recommendations of technical studies such as traffic impact reports, noise studies, biological reports and wetland delineations, historic and archaeological resource reports, plans of operations, soils reports, and erosion and sediment control plans. She prepared environmental documents including Initial Studies, Mitigated Negative Declarations, and Mitigation and Monitoring Plans. She developed conditions of approval and mitigation measures to reduce project impacts, and she presented project recommendations to decision-making bodies and the public. Ms. Ryan developed and administered the Surface Mining and Reclamation Act (SMARA) program, including oversight of annual administrative compliance and performed the annual inspections of the quarry sites. Her projects included some of the following types:

- Surface Mining. Proposed or renewal of permits for existing surface mining operations, including review of operations and reclamation plans, financial assurance cost estimates, coordination with State and local agencies and the applicant, presentation of the permit applications to the Planning Commission.

Meghan Ryan

Planning Director

- Residential. Conditional use permits, coastal development permits, design review, determination of status, notice of merger and lot line adjustments.



Areas of Expertise

Environmental Planning
Project Management
CEQA Review and Initial Study Preparation
Staff Training and Mentoring
Cannabis Permitting
Housing and Area Planning
Specific Plans
Community and Area Plans
General Plans
Planned Unit Developments
Tract Maps
Major and Minor Subdivisions
Zone Changes
SMARA Compliance
EIR Review
Public Speaking and Presenting

Education

Bachelor of Science, Public Planning,
Northern Arizona University,
Flagstaff, Arizona
Bachelor of Science, Geography, History
Minor, Northern Arizona University,
Flagstaff, Arizona

PROFESSIONAL EXPERIENCE

Mr. Byron Turner brings 20 years of experience as a Planner and Project Manager to LACO. Prior to joining LACO in 2020, Mr. Turner served as the Principal Planner for the Lake County Community Development Department and was previously the Assistant Director of the San Benito County Resource Management Agency, where he spent over two years as the Interim Planning Director while the County restructured in uncertain economic times. His history in the public sector working for these Counties provide the unique perspective of seeing projects “from the other side of the counter.” Working for primarily small, rural counties has also allowed Byron to have experience in a wide range of project types, from industrial scale energy projects and Planned Developments, natural resource extraction and SMARA compliance, and cannabis development and permitting, to minor subdivisions and use permits, ordinance development, and General Plan and Housing Element updates. Byron's extensive experience in the public sector has allowed him to work as a trusted advisor for municipal on-call planning services during his time with LACO providing on-call services to Humboldt and Trinity counties.

SELECT PROJECT EXPERIENCE

Nordic Aqua Farms – Humboldt County, California. Mr. Turner is an extension of staff and consultant manager on behalf of the County of Humboldt for the Nordic Aqua Farms project. This is a Coastal Development Permit application that would bring a large commercial salmon farm to Humboldt County. Mr. Turner provides project management including coordination of the third party CEQA EIR consultant and staff planning services. The role included tribal and agency consultation, peer review of the EIR, and staff report writing. Mr. Turner will present at Planning Commission and Board of Supervisors hearings in mid-2022.

Trinity County Cannabis Program – Trinity County, California. Mr. Turner is part of a team that assists the County with all aspects of their cannabis program, acting as an extension of staff, including holding public office hours twice a week where the public can ask questions about their permits and the permitting process, thereby lessening the burden on existing staff.

Guenoc Valley Mixed Use Development Project – Lake County, California. Mr. Turner managed entitlement and EIR process as Principal Planner for the County of Lake. He coordinated weekly multi-jurisdictional progress meetings while working with an international team of architects and developers, as well as County-hire consultants as project changed due to economic and environmental factors.

Lake County Cannabis Program – Lake County, California. Mr. Turner oversaw all aspects of cannabis permitting in Lake County from pre-application meetings, environmental analysis and review, and project presentation to the Planning Commission.

Ophira Processing – Lake County, California. Mr. Turner was the Project Planner for the first cannabis processing facility in Lake County.

County Hazard Mitigation Plan – Lake County, California. Mr. Turner served as point person for Community Development and member of the Hazard Mitigation Planning Committee for updating the Lake County Hazard Mitigation Plan and Emergency Operations Plan.

Panoche Valley Solar Project – San Benito County, California. Mr. Turner managed Major Use Permit entitlement and EIR process as San Benito County Assistant Planning Director /Interim Director for a 499-megawatt photovoltaic solar facility in the remote and biologically diverse Panoche Valley.

Del Webb at San Juan Oaks – San Benito County, California. Mr. Turner managed EIR consultants and acted as project Planner for a 1,000-unit active adult community project from pre-application through project approval in 2015.

Santana Ranch – San Benito County, California. Mr. Turner was the project Manager and Lead Planner on a 1,200-unit residential development including affordable housing and school site. The project was approved in 2015.

Earthbound Farms – San Benito County, California. Mr. Turner served as County Planner overseeing Use Permit compliance and approval and environmental review of expansion of Earthbound Farms vegetable processing facility.

Comprehensive General Plan Update – San Benito County, California. Mr. Turner successfully oversaw the completion of the San Benito Comprehensive General Plan Update. He managed multiple consultants and staffed the General Plan Advisory Committee.

Megan Marruffo

Senior Planner/Project Manager



Areas of Expertise

CEQA and NEPA Compliance
Local, State, and Federal Permitting
Rural Community Development
Project Management
Technical Writing
Zoning and General Plan Interpretation

Education

Bachelor of Arts, Environmental Studies
and Planning (Concentration in
Planning), Sonoma State University,
Rohnert Park, California

Continuing Education

CEQA Practice Certificate, University of
California San Diego Extension, San
Diego, California
Regular NEPA- and CEQA-Related
Trainings

Professional Memberships

American Planning Association
Association of Environmental Professionals

PROFESSIONAL EXPERIENCE

Ms. Megan Marruffo joined LACO's Planning team in 2015 with prior professional experience in both land use and environmental planning, and currently serves as a Senior Planner and Project Manager. She has extensive local, State, and federal agency permitting experience for a variety of residential, commercial, and industrial planning projects. Ms. Marruffo specializes in the preparation of environmental review documents pursuant to the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA), and provides project assistance for an array of different projects, including but not limited to subdivisions, annexations, General Plan amendments, zone reclassifications, conditional use permits, lot line adjustments and parcel mergers, coastal development, infrastructure improvements, and design review.

Some of Ms. Marruffo's other experience includes technical writing, scope of services and contract development, air quality analyses, zoning and general plan interpretation, and preparing a variety of report types, such as technical memorandums, development feasibility analyses, mitigation monitoring and reporting programs, operations plans, and project descriptions.

SELECT PROJECT EXPERIENCE

Cannabis Application Review and Processing – Humboldt County, California.

Ms. Marruffo has assisted with providing on-call planning services for the Humboldt County Planning and Building Department, including project management and cannabis permit application processing support, since 2020. Ms. Marruffo is responsible for permit review and processing; project tracking; coordination with applicants, County staff, and various resource agencies; preparing staff reports; and presenting projects to decision makers.

Cannabis License Review – Trinity County, California. Ms. Marruffo assists with providing on-call planning services to the Cannabis Division of the County of Trinity, including review and processing of cannabis applications and Appendix C Environmental Checklists.

Coastal Administrative and Use Permit Staff Reports and Initial Studies – Mendocino County, California.

Ms. Marruffo has experience as an on-call planner for Mendocino County's Community Development Department, which included the preparation of CEQA Initial Studies, staff reports, and draft resolutions for a variety of coastal development projects, in addition to preparing staff reports and resolutions for administrative and use permits related to cannabis cultivation.

General Plan Amendment, Zone Reclassification, and 10-Year TPZ Rollout – Del Norte County, California.

Ms. Marruffo prepared the CEQA Initial Study, project description, figure and report coordination, air quality analysis, and assisted with client, agency, and tribal communication for an approximately 212-acre property in Del Norte County.

Minor Subdivision and Zone Reclassification – Eureka, California.

Ms. Marruffo prepared the CEQA Initial Study, project description, and associated application materials for a minor subdivision and zone reclassification of an

87-acre property in the Cutten area of Eureka, in addition to client, agency, and tribal communication.

Humboldt County 4th Street Acquisition and Development Project – Eureka, California. Ms. Marruffo prepared the CEQA Initial Study for the project, which involved several development options, including construction of a 100-foot, five-story administrative complex with underground parking in the downtown area of Eureka.

Quarry and Quarry Rock Processing Facility Entitlements – Whitethorn, California. Ms. Marruffo served as project manager and prepared the respective environmental review documents (Initial Studies) and associated application materials (including a project description and Lake or Streambed Alteration Agreement) for new and renewed entitlements for a rock quarry and quarry rock processing facility in Whitethorn.

Roadway and Sidewalk Improvements Environmental and Archaeological Review – Lakeport, California. Ms. Marruffo assisted with the preparation of a CEQA Initial Study, client and subconsultant communication, and coordination of an archaeological survey report for a roadway and sidewalk improvement project in Lakeport, California.

Tribal Housing Project – Cloverdale, California. Assisted with the preparation of a CEQA Initial Study and air quality analysis for a 25-unit tribal housing project with anticipated future industrial and commercial development in Cloverdale, California.

Wine and Spirit Production Facility Crush Pad – Graton, California. Ms. Marruffo assisted with the preparation of the CEQA Initial Study to analyze the potential environmental impacts associated with adding a crush pad to an existing wine and spirit production facility in Graton, California.

City of Eureka Annexation – Eureka, California. Ms. Marruffo prepared the CEQA Initial Study, Project Description, Plan for Services, and associated project materials for approximately 101 acres of property to be annexed into the City of Eureka limits.

Strongs Creek Valley Annexation – Fortuna, California. Ms. Marruffo prepared project materials, including a Project Description, Plan for Services, and Addendum to EIR documents related to the annexation of 34 parcels totaling approximately 300 acres into the City of Fortuna limits.

Clam Beach ADA Access Assessment – Humboldt County, California. Ms. Marruffo assisted with a multi-disciplinary assessment to evaluate the feasibility and permitting requirements related to potential access alternatives (including a walkway, boardwalk, and use of beach wheelchairs) pursuant to the Americans with Disabilities Act (ADA) at Clam Beach.

Water Recycling and Reuse – Shelter Cove, California. Ms. Marruffo assisted with the preparation of several sections of the CEQA Initial Study for an expanded recycled water program within the unincorporated community of Shelter Cove.

La Cienega Eldercare Facility Project – Los Angeles, California. Ms. Marruffo served on the project team and prepared numerous sections of the Environmental Impact Report for an approximately five story, 150,000 square foot eldercare facility with subterranean parking proposed on South La Cienega Boulevard in Los Angeles.

Ascension Heights Residential Subdivision Project – Solano County, California. Ms. Marruffo was responsible for preparing various sections of the Environmental Impact Report for a 25-lot residential subdivision project proposed in Solano County, California.

Rebecca Dalske, AICP

Senior Planner/Project Manager



Areas of Expertise

Technical Writing
CEQA/NEPA Compliance
Ordinance Development and Implementation
Local, State, and Federal Permitting
Program Development and Management
Public Outreach

Education

Bachelor of Arts in Political Science,
University of California Los Angeles, Los Angeles, California
Minors in Environmental Engineering and Spanish, University of California Los Angeles, Los Angeles, California

Continuing Education

Land Use and Environmental Planning Certificate, UC Davis Continuing and Professional Education

Certifications

American Institute of Certified Planner (AICP) Certification, American Planning Association

Professional Memberships

American Planning Association
Association of Environmental Professionals

PROFESSIONAL EXPERIENCE

Ms. Rebecca "Becky" Dalske joined LACO Associates (LACO) in late 2016 with prior experience in environmental compliance for a renewable power company in Santiago, Chile. She currently serves as a Senior Planner and Project Manager at LACO. She specializes in the preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA), the development and implementation of County ordinances and programs spanning multiple County departments, the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, State, and Federal requirements for both public and private clients, and managing multi-disciplinary projects. Ms. Dalske's expertise at LACO additionally includes scoping multi-disciplinary projects, preparing technical reports for use by public and private clients, and zoning and general plan interpretation. Her multifaceted professional experience provides adaptability and precision when clients request her services.

SELECT PROJECT EXPERIENCE

Groundwater Resiliency and Improvement Project – Willits, California.

Ms. Dalske led the preparation of a CEQA Initial Study and assisted with tribal consultation, public noticing, and public hearings for a proposed groundwater resiliency and improvement project in Willits, California. Following approval of the CEQA document, Ms. Dalske led permitting for the project, which required approval of a 401 water quality certification from the North Coast Regional Water Quality Control Board and a 404 nationwide permit from the U.S. Army Corps of Engineers for temporary impacts to wetlands.

Mendocino-Lake Community College District Secondary Access Roadway – Ukiah, California.

Ms. Dalske prepared the CEQA Initial Study and public noticing documents, and managed the preparation of technical studies to support a proposed secondary access roadway project. Following approval of the CEQA document, Ms. Dalske led permitting for the project, which required approval of a Lake or Streambed Alteration Agreement from the California Department of Fish and Wildlife, 401 water quality certification from the North Coast Regional Water Quality Control Board and a 404 nationwide permit from the U.S. Army Corps of Engineers for permanent impacts to wetlands.

Sonoma County Community Development Commission NEPA Compliance – Sonoma County, California.

Ms. Dalske prepared environmental documents pursuant to NEPA for multiple projects proposed for funding by the Sonoma County Community Development Commission through the U.S. Department of Housing

Rebecca Dalske, AICP

Senior Planner/Project Manager

and Urban Development (HUD). This included determination and preparation of the appropriate NEPA document, which included Categorical Exclusions, Environmental Assessments, and a Tiered Environmental Review, in compliance with 24 CFR Part 58. This included preparation of Environmental Review Records (ERRs) and assistance with consultation with Native American tribes, and State and Federal Agencies.

Mendocino County Disaster Recovery NEPA Compliance – Mendocino County, California. Ms. Dalske led the preparation of environmental documents pursuant to NEPA for multiple projects proposed for funding by the U.S. Department of Housing and Urban Development (HUD) for disaster recovery related projects. This included determination and preparation of the appropriate NEPA document, which included Categorical Exclusions and Environmental Assessments in compliance with 24 CFR Part 58, and assistance with consultation with Native American tribes, and State and Federal Agencies.

Pacific Recycling Solutions Proposed Waste Processing and Composting Facility – Ukiah, California. Ms. Dalske coordinated and assisted with the preparation of the CEQA Initial Study, project description, and associated application materials for a proposed waste processing and composting facility in Ukiah, California. Project entitlement included a general plan amendment, zone reclassification, and development review to facilitate industrial uses on-site. This included attendance at multiple public hearings before County officials. Ms. Dalske managed the project from entitlements through construction.

Russian River Health and Wellness Center Environmental Compliance – Guerneville, California. Ms. Dalske assisted West County Health Centers with environmental compliance for the proposed Russian River Health and Wellness Center. Ms. Dalske coordinated and assisted with the preparation of an environmental report for categorical exclusion, prepared in accordance with the scope and limitation of the National Environmental Policy Act and RS 1970 Environmental Policies and Procedures in support of a proposed guaranteed loan through the Rural Development Agency of the United States Department of Agriculture. Ms. Dalske also managed and assisted with the preparation of a Phase I Environmental Site Assessment for use by the project's lender and prepared an application and obtained a Lake or Streambed Alteration Agreement through the California Department of Fish and Wildlife for the proposed project.

Mendocino Community Health Clinic Facility Improvements NEPA Compliance – Ukiah, California. Ms. Dalske prepared a NEPA Environmental Assessment (EA) for facility improvements proposed at a health clinic in Ukiah, California. The EA was prepared for the U.S. Department of Health and Human Services Department of Health Resources and Services Administration (HRSA) before grant funds could be awarded by HRSA to construct the proposed project.

County of Mendocino Planning Services – Mendocino County, California. Ms. Dalske has provided an array of services as an extension of County staff. This has included advanced planning (preparation and administration of the General Plan, Zoning Ordinance, including the inland cannabis cultivation ordinance, and Local Coastal Program, including the preparation of the coastal cannabis cultivation and facilities ordinances) and current planning (review and processing of development and land use applications including coastal development permits and permits for cannabis cultivation) assignments.

County of Mendocino Phase II MS4 Permit Implementation – Mendocino County, California. Ms. Dalske provided multiple years of program management and technical support for the implementation of the National Pollutant Discharge Elimination System Phase II MS4 Permit in the unincorporated area of Mendocino County. This included coordination with multiple County departments and a comprehensive understanding of County functions and permit requirements.

Rebecca Dalske, AICP

Senior Planner/Project Manager

Hopland Municipal Advisory Council – Hopland, California. Ms. Dalske has provided planning and administrative support to the Hopland Municipal Advisory Council for the totality of her time with LACO. She and her team advise the Hopland Municipal Advisory Council on Brown Act requirements for public meetings; perform research support services; assist with public outreach efforts; and coordinate meeting logistics. This includes ongoing communication with the County and other public entities to ensure the Council is attuned to ongoing developments within the County.

Groundwater Management Plan – Willits, California. Ms. Dalske assisted the City of Willits with the preparation of a groundwater management plan for the groundwater basin. This included the preparation of a draft groundwater management plan for public review, attendance and presentations at public hearings and public workshops, a comprehensive understanding of the technical and procedural requirements of the water code, and coordination with City staff and local stakeholders.



Areas of Expertise

Environmental Planning
Technical Writing
CEQA Compliance
Zoning and General Plan Interpretation
Rural Community Development
ESRI GIS Applications

Education

Bachelor of Science, Environmental
Management and Protection,
Humboldt State University, Arcata,
California

Professional Memberships

American Planning Association, California
Chapter, Northern Section

PROFESSIONAL EXPERIENCE

Max Hilken joined LACO's planning team in July 2017. As a planner, Max has experience in the preparation of environmental review documents pursuant to the California Environmental Quality Act (CEQA) and has provided project assistance in different projects, including special permits, conditional use permits, initial studies and technical memos. He is experienced in generating media content such as maps, and infographics to depict complex issues in a more manageable and accessible form.

SELECT PROJECT EXPERIENCE

Cannabis Planning and Permitting – Eureka, California

Max Hilken has worked on cannabis projects for both private cannabis clients, and public agencies. Most recently, providing on-call planning services on behalf of the Humboldt County Planning and Building Department, to assist with processing 2,300 cannabis applications to ensure compliance. Max is responsible for permit review and processing; project tracking; coordination with applicants, County staff, and various resource agencies; preparing staff reports; and presenting projects to decision makers. In the private sector, Max has evaluated the changing focus between state and local water resource regulations, in support of the licensing efforts of multiple clients.

Lake County Community Development Department – Lake County, California.

The County of Lake retained LACO to assist the Planning Department with processing cannabis applications. Max Hilken worked closely with County Planning staff in multiple capacities, including project review, general plan and zoning interpretation, staff report drafting and review, and customer service.

Wilcox Quarry Rock Processing Facility – Whitethorn, California

Max Hilken is currently involved in the permitting and approval of a Wilcox Processing Facility (WPF), a quarry rock processing facility located approximately 5 miles south of the unincorporated city of Whitethorn, California. The services he has provided on this project include drafting an initial study for CEQA compliance, assistance in creating a reclamation plan for SMARA compliance, and preliminary consultation with CDFW and Army Corps.

Stormwater Resource Plan (SWRP) – Coastal Mendocino County

Max Hilken formalized the Stakeholder Outreach, Education, and Engagement Plan, created the public enrollment application form, and provided analysis for the literature review which aimed to provide a framework for identifying and selecting potential projects that utilize stormwater as a resource for multi-benefit projects within the three coastal watersheds.

Christopher P. Alberts

Associate Planner



Areas of Expertise

CEQA Compliance
Environmental Planning
Local Discretionary & Ministerial Permitting
Project Management
Technical Writing
Zoning and General Plan Interpretation

Education

Bachelor of Science, Environmental
Science and Management: Planning
and Policy, Humboldt State University,
Arcata, California

Continuing Education

Master of Public Administration, Cal State
Northridge University, Northridge,
California

Professional Memberships

American Planning Association - Member

PROFESSIONAL EXPERIENCE

Christopher Alberts joined LACO's Planning Team in March of 2023 with prior experience in both land use and environmental planning. Christopher began his professional planning career with the County of Humboldt in 2018. While working for the County of Humboldt, Christopher specialized in cannabis permitting. In 2021, Christopher began working for the County of Ventura, where he specialized in Commercial/Industrial Permitting, Commercial Cannabis Permitting, and Tree Permitting. Christopher has processed a variety of land use permits, including but not limited to Wireless Communication Facilities, insectaries, water distribution companies, mini-storages, zone changes, residential, and cold storage facilities. Christopher excels at preparing and presenting written reports and oral testimony to decision makers such as Planning Commissions and Zoning Administrator.

Christopher's planning experience also includes project management, preparing environmental review documents pursuant to the California Environmental Quality Act (CEQA), reviewing technical documents, and preparing staff reports for discretionary and ministerial permits.

SELECT PROJECT EXPERIENCE

Cannabis Planning and Permitting – Eureka, California.

Christopher has worked on cannabis projects for the public sector. Specifically, Christopher began cannabis planning with the County of Humboldt. While working for Humboldt County, Christopher was responsible for permit review and processing, project management, coordination with applicants, consultants, and resource agencies. Christopher also prepared staff reports and presented projects to decision makers.

Commercial/Industrial Permitting – Ventura, California.

Christopher previously worked for the County of Ventura where he processed and managed Commercial/Industrial permits. While at Ventura, Christopher worked on a variety of projects, including but not limited to Wireless Communication Facilities, water distribution facilities, insectaries, gymnasiums and zone changes.

Cannabis Permitting Program Coordinator – Ventura, California.

The County of Ventura tasked Christopher with managing their Commercial Cannabis Program. Christopher was responsible for reviewing and processing all commercial cannabis permits submitted to the County of Ventura and coordinated monthly meetings with County's CEO Office.

Christopher P. Alberts

Associate Planner

Tree Permitting Program Coordinator – Ventura, California

Christopher coordinated Ventura County's tree permitting program. Christopher was responsible for assisting the public with identifying the type of permits required for the removal of trees, application assistance, reviewing arborist reports, and processing of tree permits.

Chuck Tatreau Construction: Orchard Creek Estates Planning Services – Chico, California Mr. Alberts assisted with the preparation of an Initial Study pursuant to the California Environmental Quality Act for the Orchard Creek Estates subdivision rezone and annexation project located outside of the Chico city limits, in unincorporated Butte County, California.

Amy Marigo, Staff Planner



Areas of Expertise

Environmental Planning
Geospatial Analysis

Education

Bachelor of Science in Environmental
Science and Management:
Planning and Policy, Cal Poly
Humboldt, Arcata, California
Minor in Geospatial Analysis, Cal Poly
Humboldt, Arcata, California

Registrations and Certifications

Remote Pilot Certificate

Professional Memberships

Association of Environmental Professionals

PROFESSIONAL EXPERIENCE

Ms. Amy Marigo joined LACO Associates (LACO) in 2021 and works out of LACO's Santa Rosa office. Since working at LACO, she has assisted with conducting environmental review under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA) and has assisted with obtaining and maintaining compliance with regulatory permits at the Federal, State, and local level. Ms. Marigo has also conducted geospatial analysis and prepared GIS figures for a variety of projects. During Ms. Marigo's undergraduate studies, she focused on environmental planning in urban and rural areas as well as geospatial analysis.

SELECT PROJECT EXPERIENCE

CEQA Projects

Mendocino-Lake Community College Secondary Access Road – Mendocino County, California. Ms. Marigo assisted with the preparation of the CEQA Initial Study and project description for the proposed construction of a secondary access roadway at Mendocino-Lake Community College for maintenance purposes and emergency responders.

Residential Construction – Arcata, California. Ms. Marigo assisted with the preparation of the CEQA Initial Study for the proposed construction of an apartment complex.

General Plan Amendment and Rezone – Willits, California. Ms. Marigo assisted with the preparation of the CEQA Initial Study and GIS figures for a proposed General Plan Amendment and Rezone to change the existing land use and zoning designations of a site to allow industrial uses.

Economic Development – Tulare County, California. Ms. Marigo assisted with the preparation of the CEQA Initial Study for a development project on tribal trust land in Tulare County to help support tribal economic development.

NEPA Projects

Mendocino County Sheriff's Equipment Bunker – Ukiah, California. Ms. Marigo assisted with the preparation of the NEPA Environmental Assessment for the proposed installation of an equipment bunker at the Sheriff's Office.

Mendocino Community Health Center, Inc. Parking Master Plan Upgrade – Mendocino County, California. Ms. Marigo assisted with the preparation of the NEPA Environmental Assessment and GIS figures for

Amy Marigo, Staff Planner

proposed improvements to the parking lot, driveways, and pedestrian facilities of the Mendocino Community Health Center.

Homekey Projects – Sebastopol, California. Ms. Marigo assisted with the preparation of several NEPA Environmental Assessments for renovations to motels to provide housing for homeless individuals, and in some cases, homeless tribal members.

Microwave Equipment Upgrades – Mendocino County, California. Ms. Marigo assisted with the preparation of the NEPA Categorical Exclusion for upgrades to Mendocino County's microwave equipment. This involved the preparation of the Categorical Exclusion form and preparation of GIS figures.

Permitting

Cannabis Programs – Humboldt, Lake, and Trinity Counties, California. Ms. Marigo has assisted Humboldt County, Lake County, and Trinity County with processing cannabis permits, including assisting with environmental review and compliance as well as drafting staff reports.

Johnson's Beach, Permitting Compliance – Guerneville, California. Ms. Marigo assisted with obtaining and maintaining compliance with Federal and local regulatory permits required for the annual spring development of Johnson's Beach. She assisted with the preparation and submittal of permit applications, including a Grading Permit and Zoning Permit to the County of Sonoma and a Nationwide Permit to the U.S. Army Corps of Engineers. She also assisted with annual compliance inspections.

Stream Bank Stabilization – Santa Rosa, California. Ms. Marigo assisted with obtaining Federal, State, and local permits for stabilizing an eroding stream bank. This included coordination with agency staff relating to a Nationwide Permit to the U.S. Army Corps of Engineers, a Water Quality Certification to the North Coast Regional Water Quality Control Board, a Lake and Streambed Alteration Agreement to the California Department of Fish and Wildlife, and a Grading Permit to the City of Santa Rosa.

Coastal Development Permit – Fort Bragg, California. Ms. Marigo assisted with the preparation and submittal of a Coastal Development Permit for the development of a single-family residence.

Melissa Frausto

Assistant Planner



PROFESSIONAL EXPERIENCE

Melissa Frausto graduated from California State University, Chico with a Bachelor of Arts in Human Geography and Planning and a minor in Environmental Studies and Sustainability. Melissa's previous planning experience include working with rural northern California counties and tribal nations working on hazard mitigation plans, long- and short-range planning projects, and grants to secure funding for projects. Melissa excels at writing and communicating with technical audiences. Her passion for planning originates from learning about the vast planning world during her undergraduate experience and from attending various planning conferences.

Areas of Expertise

- Environmental Permitting
- Cannabis Permitting
- Current Planning
- CEQA
- NEPA
- Grant Writing
- Customer Service
- Microsoft Word, Excel, PowerPoint

Education

Bachelor of Arts, Human Geography & Planning, California State University, Chico, Chico, California

Professional Memberships

- American Planning Association, California Chapter, Northern Section
- Association of Environmental Professionals

SELECT PROJECT EXPERIENCE

County of Trinity: Cannabis License Review – County of Trinity, California Ms. Frausto assists with providing on-call planning services to Trinity County for the Cannabis Division. She reviews and analyzes Appendix C Environmental Checklist, and assists with project tracking via Excel and other administrative support as needed.

County of Lake: On-Call Planning Services – County of Lake, California Ms. Frausto assists with on-call planning support for cannabis permitting in Lake County, including but not limited to preparation of staff reports and environmental review for use permit projects.

Sanhedrin Timber Company: Willits Log Deck CEQA Compliance – Willits, California Ms. Frausto assisted with the preparation of the CEQA Initial Study for a proposed expansion, and General Plan Amendment and Zone Reclassification of the log storage facility in Willits, California.

Mendocino Community Health Clinic, Inc.: Environmental Assessment – Ukiah, California Ms. Frausto assisted with the preparation of the NEPA Environmental Assessment as a condition of grants funds through the HRSA American Rescue Plan – Health Center Construction and Capital Improvements grant program.

Mendocino-Lake Community College District: Secondary Access Feasibility – Ukiah, California Ms. Frausto assisted with the preparation and obtaining of a California Fish and Wildlife Lake and Streambed Alteration Permit through the Environmental Permit Information Management System permitting portal.

Hopland Municipal Advisory Council – Hopland, California. Ms. Frausto has provided planning and administrative support to the Hopland Municipal Advisory Council. She assists her team to advise the Hopland Municipal Advisory County on Brown Act requirements for public

Melissa Frausto

Assistant Planner

meetings; perform research support services; assist with public outreach efforts; and coordinate meeting.

Mechoopda Tribe Hazard Mitigation Plan – Mechoopda Indian Tribe of Chico Rancheria, California Ms. Frausto assisted with technical writing, research, and revisions of the Hazard Mitigation Plan for the Mechoopda Tribe. Additionally, she prepared documents for the project website and PowerPoint presentations for community outreach meetings.

Siskiyou County 2021 Regional Transportation Plan – County of Siskiyou, California Ms. Frausto assisted with technical writing and research for the Regional Transportation Plan for Siskiyou Transportation Commission. Additionally, she created and prepared outreach materials and PowerPoint presentations for community meetings.

Jordan Blough

Grant/Funding Development Manager



Areas of Expertise

Technical Writing
Funding Development
Proposal Development
Regulatory Compliance
Program Development and Management

Education

Bachelor of Arts, English with Honors,
Creative Writing Emphasis, University of
California Davis, Davis, California
Bachelor of Arts, Sociology with Honors,
University of California Davis, Davis,
California

Select Funding Experience

CAL Fire Fire Prevention Grant Program
CDFW Watershed Restoration Grant
Program
FEMA Hazard Mitigation Grant Program
Including Benefit-Cost Analysis
SWRCB Stormwater and Groundwater
Grant Programs
USDA Community Facilities Grant Program
SWRCB Clean Water State Revolving Fund
HUD Indian Housing Block Grant
CDFW Fisheries Restoration Grant Program
DWR Integrated Regional Water
Management Program
HRSA Federally Qualified Health Center
Funding
California County Medical Services
Program
Letters of Interest and Applications to
various private foundations

PROFESSIONAL EXPERIENCE

Mr. Jordan Blough has worked as a professional consultant since 2015, with a focus on funding and economic development since 2017. Mr. Blough's role primarily focuses on connecting LACO's clients with funding opportunities to help bring their projects from concept to reality. Mr. Blough also serves as a project manager and technical writer on various development, entitlement, planning, and infrastructure projects. Mr. Blough previously worked at a specialty grant writing firm in Paradise, California, which focused primarily on securing federal and private foundation funding for nonprofits and community health centers. Mr. Blough has led or supported successful grant applications funded through agencies such as the US Department of Housing and Urban Development, the Federal Emergency Management Agency, the California State Water Resources Control Board, California Department of Water Resources, California Department of Forestry and Fire Protection, and the California Department of Fish and Wildlife, amongst others. Mr. Blough's social science background, along with his communication skills and experience as a professional consultant, allow him to help clients assess their community to identify projects which meet the area's unique needs, are feasible to develop and implement, and justified with clear and compelling narratives and supporting materials. These skills translate directly into technical writing roles which require the synthesis and presentation of information from a variety of sources in a clear and coherent fashion. Mr. Blough was born and raised in Mendocino County and takes immense pride in supporting communities across Northern California.

SELECT PROJECT EXPERIENCE

Disaster Recovery Grant Writing – Mendocino County, California. Since 2018, Mr. Blough has served as the lead consultant supporting disaster recovery grant writing for the County of Mendocino following the 2017 Redwood Complex Fire. Over this period, Mr. Blough has led the development of grant applications successfully securing over \$10 million in state and federal funding to support recovery and resiliency projects like fuels reduction, hazardous tree removal, evacuation planning, and watershed restoration.

Little Lake Valley Groundwater Management Plan – Willits, California. After the City of Willits was awarded a Proposition 1 grant to develop a new conjunctive use drinking water well and upgrade the City water system, the Department of Water Resources informed the City a Groundwater Management Plan for the Little Lake Valley basin would be required to access the funding. Mr. Blough served as both a technical writer and public outreach specialist on the project, helping to draft plan components and lead public presentations to both City officials and the public.

Redwood Valley Water District Seismic Infrastructure Retrofit – Redwood Valley, California. In 2018 in response to the Redwood Complex Fire, the Redwood Valley Water District determined existing water system capacity could not accommodate fire rebuilds due to flows needed to serve fire sprinklers in new homes. Under contract with the County of Mendocino, Mr. Blough led LACO's team through the development of a FEMA Hazard Mitigation Grant Program application. In order to secure project funding, the LACO team determined that, in addition to being undersized, the existing infrastructure was not seismically sound, requiring replacement of new infrastructure that could accommodate rebuilding in the community while also improving its resiliency during future earthquake events.

Electric Utility Infrastructure Hardening Funding – Ukiah, California. Following devastating wildfires in Mendocino County in 2017 and 2018, the City of Ukiah sought to accelerate the hardening of their electric utility infrastructure. Mr. Blough served as the lead grant writer and project manager for the development of a FEMA Hazard Mitigation Grant Program application which funded aggressive vegetation management around utility infrastructure and the undergrounding of over three miles of overhead electrical distribution lines. This process included developing a novel Benefit-Cost Analysis approach, subsequently approved by FEMA, to justify the undergrounding activities by leveraging the significant benefits provided by the vegetation management activities.

Ukiah Valley Phase I Groundwater Sustainability Plan – Ukiah, California. In 2016, Mr. Blough supported the development of a \$250,000 grant application for the State Water Resources Control Board Groundwater Grant Program to develop the first phase Groundwater Sustainability Plan for the Ukiah Valley groundwater basin. This funding helped to kickstart compliance in the basin with the Sustainable Groundwater Management Act and funded the development of an initial groundwater model. The Ukiah Valley Groundwater Sustainability Agency later used this work to secure an additional \$1+ million in funding to complete the subsequent phases of the Groundwater Sustainability Plan.

Willits Groundwater Conjunctive Use Project Application – Willits, California. In 2019, Mr. Blough supported the development of a North Coast Resource Partnership (NCRP) Integrated Regional Water Management (IRWM) funding application to develop a new groundwater supply source in the City of Willits. The project involves increasing the pumping capacity of an existing well via equipment upgrades and installation of new infrastructure to pipe well water into the City's groundwater treatment plant. This new source will augment the City's surface water supply in times of drought, allowing for a more robust water system overall and protecting the community, which came within two to three months of exhausting its drinking water supply during the 2014 drought.

North Coast RCD Durable Collaboration Grant Writing – North Coast, California. In 2020, the North Coast Resource Conservation District Durable Collaboration, a partnership of resource conservation districts from counties throughout the North Coast, retained LACO to provide on-call grant writing services for regional projects. Mr. Blough has served as the lead grant writer for the group, including coordinating the development of a successful \$1.5 million funding application to develop a localized forest improvement program for small, private landowners. This unique project design included collaborating with a private non-profit to serve as the lead grantee and financing entity, allowing landowners to receive reimbursements immediately upon completion of work, rather than waiting several months for reimbursement.

APPENDIX B

Schedule of Rates

**LACO SOUTH
 2023 SCHEDULE OF RATES**

HOURLY RATES

Senior Principal Engineer	\$275.00 per hour
Senior Geotechnical Engineer	\$250.00 per hour
Senior Managing Engineer.....	\$245.00 per hour
Principal Engineer	\$235.00 per hour
Principal Land Surveyor.....	\$220.00 per hour
Senior Engineer	\$200.00 per hour
Principal Geologist, Principal Planner, Senior Project Manager	\$195.00 per hour
Deputy Director of Planning, Senior Engineering Geologist	\$185.00 per hour
Senior Geologist	\$180.00 per hour
Project Manager, Senior Planner	\$175.00 per hour
Senior Surveyor	\$165.00 per hour
Associate Engineer, Laboratory Manager	\$160.00 per hour
Associate Surveyor II	\$155.00 per hour
Senior Grant Analyst, Senior Staff Engineer.....	\$150.00 per hour
Associate Surveyor I, Senior Special Inspector.....	\$145.00 per hour
Associate Geologist.....	\$140.00 per hour
Associate Planner, Associate Surveyor, Staff Engineer, Staff Geologist	\$135.00 per hour
Staff Planner, Staff Surveyor	\$130.00 per hour
Senior Technician	\$125.00 per hour
Assistant Engineer, Assistant Planner, Assistant Geologist, Assistant Surveyor, Testing Lab Tech	\$120.00 per hour
Grant Analyst	\$110.00 per hour
Senior Project Coordinator.....	\$100.00 per hour
Project Coordinator.....	\$85.00 per hour

HOURLY PREVAILING WAGE FIELD INSPECTION RATES

Group 1: Masonry, Group 2: Welding/Construction Inspections	\$190.00 per hour
Group 3: Soils/Asphalt, Group 4: Concrete	\$185.00 per hour
Geology Group 3: Soils/Asphalt	\$170.00 per hour

HOURLY SURVEY RATES – Hourly survey rates are charged for travel time to and from job site and on-site time.

Marking Borings / USA Marking Humboldt / Sonoma / Napa (Prevailing Wage Qualifying)	\$220.00 per hour
Marking Borings / USA Marking Mendocino / Lake (Prevailing Wage Qualifying)	\$170.00 per hour
One-Person Survey.....	\$160.00 per hour
One-Person Survey (Prevailing Wage Qualifying)	\$210.00 per hour
Two-Person Survey	\$290.00 per hour
Two-Person Survey (Prevailing Wage Qualifying)	\$370.00 per hour
Three-Person Survey.....	\$370.00 per hour
Three-Person Survey (Prevailing Wage Qualifying)	\$500.00 per hour

EXPERT WITNESS SERVICES – Expert witness services include, but are not limited to, preparation for and attendance at depositions or court by Principal or Senior Professionals. Other staff support will be billed at regular hourly rates.

Principal Professional Expert.....	\$500.00 per hour
Senior Professional Expert	\$400.00 per hour

ANNUAL RATE INCREASE - LACO Associates anticipates an annual hourly rate increase of 3% to 5% effective January 1st of each new year without prior notice. For projects that span multiple years, an updated Schedule of Rates will be sent with the first invoice that reflects the annual increase.

NOTES

1. The above rates are regular hourly rates and include payroll costs, overhead, and profit. If overtime is requested by the Client, it will be charged at 130% of the above hourly rates.
2. Outside services, including, but not limited to, consultants and laboratories, will be billed at Cost plus 15%.
3. Subsistence and per diem will be calculated at Cost plus 15%.
4. All travel time will be charged at the regular hourly rates.

TRANSPORTATION

Automobile and pickup:

Trip charge per day (half-day minimum charge)	\$70.00 per day (\$35 minimum charge)
Over 80 miles	Federal Rate + \$0.10 per mile
Other transportation, air travel, etc.	\$Cost + 15%

MATERIALS

Survey hubs, stakes, lath, or guineas	\$1.00 each
Survey markers, plain iron pipe	\$5.00 each
Plan copies per sheet (11x17)	black & white \$0.25 color \$2.50 each
Plan copies per sheet (24x36)	black & white \$5.00 mylar \$20.00 color \$21.25 each
All other materials or printing	\$ Cost + 15%

SURVEY FEES AND EQUIPMENT RATES

Drone Processing Access Fee	\$650.00 each
Mavic 3E / Phantom 4 RTK	\$500.00 per day
Matrice 300 w/L1 LiDAR Sensor	\$1,500.00 per day

RATES FOR MATERIALS AND SOILS TESTING

Laboratory tests are performed on samples delivered to our lab in Santa Rosa, California. Sample pick-up, special tests, and unusual sample preparation are billed at the applicable hourly rate. Faxes of reports and duplicate mailings are available for \$5 each. Reports requiring review and signature will be billed at the applicable rate. For other testing not listed, please inquire.

*Minimum charge of 1/2-day on all equipment billed on daily basis **Plus Technician Rate ***Sample preparation not included

A. AGGREGATE AND SOILS TESTING

100.	Sieve Analysis – Coarse and Fine, Caltrans 202, ASTM C-136.....	\$186.00
101.	Sieve Analysis – Coarse, Caltrans 202, ASTM C-136	\$93.00
102.	Sieve Analysis – Fine, Caltrans 202, ASTM C-136.....	\$93.00
103.	Finer than #200, ASTM C-117	\$80.00
104.	Particle Size Analysis, ASTM D-422	\$192.00
105.	Cleanness Value, Caltrans 227	\$186.00
106.	Atterberg Limit - Wet.....	\$220.50
107.	Hydrometer Analysis.....	\$90.00
108.	Bulk Density of Soils.....	\$53.00
109.	Atterberg Limits, LL-PL-PI, ASTM 4318	\$171.00
110.	Sand Equivalent, Caltrans 217, ASTM D-2419	\$186.00
111.	Specific Gravity – Coarse, Caltrans 206, ASTM C-127	\$141.00
112.	Specific Gravity – Fine, Caltrans 207, ASTM C-128	\$155.00
113.	Maximum Density of Soils, Caltrans 216, ASTM D-698 or D-1557	\$278.00
114.	Maximum Density of Soils with Rock Correction, ASTM D-4718.....	\$300.00
301.	Nuclear Density Gauge (hourly), Caltrans 231, ASTM D6938 **	\$15.00
302.	Nuclear Density Gauge (daily), Caltrans 231, ASTM D6938 **	\$85.00
116.	Organic Impurities, ASTM C-40.....	\$80.00
117.	Moisture Content of Soils In Place, ASTM D-2216.....	\$25.00
118.	Density of Soils In Place, ASTM 2937	\$50.00
119.	Percent Crushed Particles, Caltrans 205, ASTM D-5821	\$186.00
120.	Durability Index – Coarse, Caltrans 229, ASTM D-3744	\$150.00
121.	Durability Index – Fine, Caltrans 229, ASTM D-3744	\$150.00
122.	Concrete Slab Relative Humidity Test.....	\$98.00
123.	Unconfined Compressive Strength	\$80.00
124.	CBR Soils Test with Compaction	\$550.00
125.	Consolidation, 3" dia., ASTM D-2435.....	\$280.00
126.	Consolidation Test – Additional Points.....	\$45.00
127.	Direct Shear, ASTM D-3080 (3 points)	\$275.00
128.	Direct Shear, ASTM D-3080 (per additional point)	\$69.00
129.	Sample Preparation	\$35.00

130.	Expansion Index, ASTM D-4829	\$351.00
131.	Pocket Penetrometer.....	\$20.00
135.	Unit Weight, ASTM C-29	\$186.00
139.	CBR Soils Test Without Compaction	\$350.00
166.	Max. Theoretical Specific Gravity (RICE), ASTM D2041	\$175.00
167.	Moisture % of Bituminous Mixtures, CAL370.....	\$75.00
168.	Bulk Specific Gravity of Compacted Asphalt Mixtures, ASTM D2726.....	\$65.00
169.	Marshall Compaction, Density, 3 specimens, ASTM D6926, D2726.....	\$345.00
170.	Marshall Stability & Flow, 3 specimens, ASTM D6927.....	\$230.00
171.	% Binder Content, NCAT Ignition Oven, ASTM D6307.....	\$150.00
172.	NCAT Calibration, ASTM D6307	\$380.00

B. CONCRETE AND FIELD TESTING

150.	Concrete/Grout Compressive Strength (curing, testing & disposal), Caltrans 521, ASTM C-39.....	\$35.00
151.	Concrete Compressive Strength, Caltrans 521, ASTM C-39.....	\$35.00
152.	Specimen Processing and Curing, ASTM C-31	(each) \$8.00
153.	Disposable Concrete Molds	(each) \$4.00
154.	Concrete Mix Design, Preparation, Review, and Adjustment.....	\$200.00
156.	Percent Entrained Air (Method ASTM C-231 or C-173)**	\$20.00
157.	Shrinkage Test, ASTM C-157 (3 bars).....	(per test) \$300.00
158.	Concrete Rebound Test, ASTM C-805**	(per day) \$25.00
159.	Coring; Concrete, CMUs and AC, 4-inch core **	\$3.00 per inch length
161.	Coring; Concrete, CMUS and AC, 6-inch core **	\$3.00 per inch length
163.	Splitting Tensile Strength, ASTM C-496	(per test) \$90.00
164.	Voltage Meter	(per day) \$35.00

C. SPECIAL EQUIPMENT

258.	Coating Thickness Gauge	(per Day) \$25.00
246.	Skidmore **	(per day) \$60.00
303.	Core Drilling Machine**	(per day) \$75.00
333.	Load Cell **	(per hour) \$15.00
334.	Torque Wrench **	(per hour) \$10.00
320.	Photoionization Hydrocarbon Vapor Detector *	(per day) \$100.00
450.	Field Lab Analysis (Hanby)	(per test) \$25.00
332.	Turbidity Meter *	(per day) \$40.00
352.	Dissolved Oxygen Meter *	(per day) \$40.00
245.	pH/T/K Meter *	(per day) \$40.00
247.	Water Level Meter.....	(per day) \$25.00
321.	Bladder Pump/2" Submersible Pump *	(per day) \$45.00
224.	Cam/Portable Pump (12-volt).....	(per well) \$5.00
336.	Pressure Washer *	(per day) \$45.00
323.	Steam Cleaner *	(per day) \$75.00
456.	Rotary Hammer Boring System.....	(per boring) \$25.00
452.	Hydro Punch	(per sample) \$30.00
454.	Continuous Core Sampler	(per foot) \$5.00
354.	Hand Auger *	(per day) \$25.00
22.	Traffic Control Cones (25) *	(per day) \$8.00
23.	Passive Skimmer (1 liter).....	(per week) \$15.00
24.	Electric Skimmer	(per week) \$125.00
326.	Submersible Pump *	(per day) \$45.00
322.	Centrifugal Pump *	(per day) \$100.00
252.	Confined Space Multi-Gas Meter (LEL, Oxygen, PID, Hydrogen Sulfate, CO)	(per day) \$90.00
661.	Calcium Chloride Kits	(each) \$25.00

APPENDIX C

Letters of Recommendation



COUNTY OF HUMBOLDT
PLANNING AND BUILDING DEPARTMENT

3015 H Street Eureka CA 95501
Fax: (707) 268-3792 Phone: (707) 445-7541

June 8, 2023

To Whom It May Concern:

After the Medical Marijuana Regulation and Safety Act was enacted in September of 2015 Humboldt County was one of the first jurisdictions in the state to adopt a land use ordinance regulating the commercial cultivation of cannabis. In response to the adoption of this ordinance, Humboldt County received over 2,300 applications for commercial cannabis land use permits within a short period of time. The burden of processing these applications was extraordinary and the Humboldt County Planning Department contracted with LACO Associates to help tackle this enormous challenge. The success of this relationship is demonstrated in part by the fact that there are over 1,500 currently active State cannabis licenses for Humboldt County cannabis businesses.

To help support the Humboldt County cannabis permitting effort LACO Associates provided the following services, among others:

- Review of applications for completeness.
- Designing application checklists and training materials which are now utilized by County employees.
- Helping to facilitate the referral and consultation process with State agencies and local Native American tribes.
- Conducting site visits
- Completing environmental documents pursuant to the California Environmental Quality Act (CEQA).
- Writing staff reports and presenting projects at public hearings.

In summary, I would happily recommend LACO Associates to any local or State agency that is seeking a professional, experienced and highly capable team to assist with its planning and/or permitting needs.

Sincerely,

Cliff Johnson, Planning Manager



**DRY CREEK RANCHERIA
BAND OF POMO INDIANS**

To: Mary Ann Gonzalez
Interim Executive Director
Consolidated Tribal Health
6691 N. State St.
Redwood Valley, CA 95470

From: Chris Wright, Chairman

Re: LACO Associates

Date: May 24, 2023

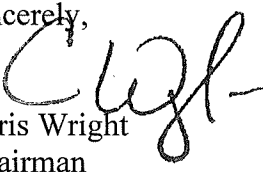
Dear Ms. Gonzalez,

It is my pleasure to write to you to recommend LACO Associates to help master plan the Tribal Health Dental Center at CTHP. Dry Creek Rancheria has been working on an affordable housing project for several years, and LACO has been our lead planning consultant on the Project. They took us successfully through a very complicated annexation process and designed a project that received a low-income tax credit award from the State of California.

Their collaborative style of work fit well with our Tribe. The lead planners at LACO understand how to take input and work together with a client, keeping the client's needs first. LACO's advice and advocacy has been invaluable on our project. Because of their depth of experience developing projects in Sonoma and Mendocino Counties, they know many of the players and can steer a project away from problems or anticipate where the unavoidable challenges lie and help develop effective strategies for overcoming them.

As we completed the planning phase of our project and entered the construction phase, we kept LACO on our team to handle a range of construction related activities, from securing final permits and working with the City of Cloverdale, to storm water pollution prevention monitoring and compliance and civil construction inspections. We recommend Rod and Kevin and their team highly.

Sincerely,


Chris Wright
Chairman

Mailing Address: P.O BOX 607, Geyserville, CA 95441
Office Address: 1450 Airport Blvd., Ste 200A, Santa Rosa, CA 95403
707-814-4150 • Fax 707-814-4250



**CITY OF WILLOWS
RESOLUTION XX-2023**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILLOWS AWARDING A CONTRACT FOR COMPREHENSIVE PROFESSIONAL PLANNING SERVICES TO LACO ASSOCIATES AND DIRECTING THE CITY MANAGER TO NEGOTIATE FINAL TERMS, DURATION, AND CONDITIONS OF THE AGREEMENT

WHEREAS, the City of Willows routinely reviews and updates professional service agreements via the Request for Proposal (RFP) process; and

WHEREAS, The City of Willows has contracted with Willdan for approximately 14 years for comprehensive professional planning services; and

WHEREAS, in December 2022, the Willdan contract with the City was scheduled to expire; and

WHEREAS, the 2022 seated City Council authorized the City Manager to extend the Willdan contract by one-year; thereby, offering the new 2023 City Council the opportunity to seek RFPs if so desired; and

WHEREAS, in the spring of 2023, staff canvassed the new Council to determine how they wished to proceed and the majority Council preferred soliciting proposals for a new planning firm; and

WHEREAS, The City of Willows staff conducted and completed advertising, proposal acceptance, proposal review, and interviews with proposing firms.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Willows hereby awards the contract for comprehensive professional planning services to LACO Associates.

BE IT FURTHER RESOLVED that the City Council of the City of Willows directs the City Manager to negotiate final terms, duration, and conditions of the agreement.

PASSED AND ADOPTED by the City Council of the City of Willows this 10th day of September, 2023, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTESTED:

Richard Thomas, Mayor

Amos Hoover, City Clerk