

PLACER COUNTY LOCAL AGENCY FORMATION COMMISSION

COMMISSIONERS:

Wednesday, October 9, 2024, 4:00 PM

Cindy Gustafson
Chair (County)

Susan Rohan
Vice-Chair (Public)

Joshua Alpine
(Special District)

Trinity Burrus
(City)

Dan Karleskint
(City)

Shanti Landon
(County)

Vacant
(Special District)

This meeting will be open to in-person and virtual attendance.
Commission members may attend the meeting in person or remotely.

Alt. Commissioner Friedman, 3101 Lake Forest Road #20, Tahoe City, CA
96145

Placer County Administrative Building – Board of Supervisors’ Chambers
175 Fulweiler Avenue
Auburn, CA 95603

To attend remotely via Zoom:

Online: <https://placer-ca-gov.zoom.us/j/99057790538>

By telephone: +1 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

**ALTERNATE
COMMISSIONERS:**

Webinar ID: 990 5779 0538

David Bass
(City)

Judy Friedman
(Special District)

Jim Holmes
(County)

Jenny Knisley
(City)

Cherri Spriggs
(Public)

AGENDA

1. CALL TO ORDER AND SALUTE TO THE FLAG
2. ROLL CALL
3. CHANGES AND APPROVAL OF THE AGENDA
4. PUBLIC COMMENTS

COUNSEL:

Michael Walker
General Counsel

This is an opportunity for the public to speak to the Commission on any subject matter within the Commission’s jurisdiction but does not appear on today’s agenda. Please submit a speaker card before the first speaker is called and limit your comments to 3 minutes. Items from the public will be considered without discussion by the Commission and may be referred to staff.

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

110 Maple Street Auburn, CA 95603
(530) 889-4097
<https://www.placer.ca.gov/lafco>

5. CONSENT ITEMS

- A. Minutes – Commission meetings of August 21, 2024
- B. Project Status Report
- C. **LAFCO Project No. 2024-04: Service Review and Sphere of Influence Study of the Placer County Cemetery Districts – Contract Award.** The Commission will consider authorizing the Executive Officer to enter into a contract with RSG, Inc., to be approved as to legal form by the LAFCO legal counsel, to prepare a service review and sphere of influence study, with a contract amount not exceeding \$74,420.
- D. **LAFCO Project No. 2024-06: Service Review and Sphere of Influence Study of the Eastern Placer County Fire Protection and Emergency Medical Services Providers – Contract Award of Phase 1 Study.** The Commission will consider authorizing the Executive officer to enter into a contract with Emergency Services Consulting International (ESCI), to be approved as to legal form by the LAFCO legal counsel, to prepare phase one of a service review and sphere of influence study, with a contract amount not to exceed \$104,000.

6. BUSINESS ITEMS

- A. Placer LAFCO Strategic Plan – The Commission will consider adopting the Strategic Plan document. At the meeting, the Commission will receive a presentation and document of the Strategic Plan.
- B. **LAFCO Project No. 2022-01: The Reorganization of Meeks Bay and North Tahoe Fire Protection Districts Protest Hearing Outcome.** The Commission will receive and confirm the September 26, 2024, protest hearing results.
- C. Executive Officer’s Report – The Executive Officer will provide an oral report on the status of various projects, including the Village 5A proposed annexation to the City of Lincoln, the Rocklin Service Review, City of Roseville, Western Placer County Fire Agencies, and research of comparable LAFCOs.

7. COMMISSIONER COMMENTS

This is an opportunity for Commissioners to comment on issues not listed on the agenda, provided that the subject matter is within the jurisdiction of the Commission. No discussion or action may occur except to place the item on a future agenda if approved by the Commission majority.

8. ADJOURNMENT

The next Commission meeting is scheduled for Wednesday, **November 6, 2024, at 4:00 PM**. Note that this is a Special Meeting and that the regular meeting scheduled for **November 13 has been canceled**.

PUBLIC ACCESS AND PUBLIC COMMENTS INSTRUCTIONS

Materials related to an item on this agenda are available for public inspection at the LAFCO office, 110 Maple Street, Auburn, CA, during regular business hours and on LAFCO's website at <https://www.placer.ca.gov/lafco>

LAFCO meetings are held in person and virtually. Meeting recordings are posted online within a week following the LAFCO meeting.

Members of the public may submit their comments in written form to the Commission via U.S. mail to Placer LAFCO's office or via email to lafco@placer.ca.gov. Please indicate the agenda item number, if any. If you want your comments read into the record, please indicate so in the subject line and limit the comments to no more than 500 words. For public hearings, the Chair will announce the opening and closing of the public hearing. The Chair will call for oral public comments. Please limit your comments to 3 minutes.

AMERICAN DISABILITY ACT COMPLIANCE

In compliance with the Americans with Disabilities Act, if you are a disabled person and need a disability-related modification or accommodation to participate in this meeting fully, please contact Amy Engle, Commission Clerk, at (530) 889-4602 or aengle@placer.ca.gov. Requests must be made as early as possible and at least two business days before the start of the meeting.

CAMPAIGN CONTRIBUTION DISCLOSURE

If you wish to participate in any proceeding involving a change of organization, reorganization, or other entitlement, you are prohibited from making a campaign contribution of more than \$250 to any Commissioner or Alternate Commissioner as described in Government Code section 84308. This prohibition begins on the date you begin to actively support or oppose an application pending before LAFCO and continues for 12 months after LAFCO renders a final decision. No Commissioner or Alternate Commissioner may solicit or accept a campaign contribution of more than \$250 from you or your agent during this period if the Commission or Alternate Commissioner knows or has reason to know that you will participate in the proceeding. If you or your agent have contributed more than \$250 to any Commissioner or Alternate Commissioner during the 12 months preceding the decision, that Commissioner or Alternate Commissioner must disqualify himself or herself from the proceeding. However, disqualification is not required if the Commissioner or Alternate Commissioner returns the

campaign contribution within 30 days from when the Commissioner or Alternate Commissioner knows, or should have known, about the contribution and that you are a participant in the proceeding.

PLACER COUNTY LOCAL AGENCY FORMATION COMMISSION

COMMISSIONERS:

Cindy Gustafson
Chair (County)

Joshua Alpine
Vice-Chair (Special
District)

Trinity Burruss
(City)

Dan Karleskint
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**ALTERNATE
COMMISSIONERS:**

Judy Friedman
(Special District)

Jim Holmes
(County)

Jenny Knisley
(City)

Cherri Spriggs
(Public)

COUNSEL:

Michael Walker
General Counsel

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

MINUTES OF THE
LOCAL AGENCY FORMATION COMMISSION
OF PLACER COUNTY

August 21, 2024 4:00 PM

PLACER COUNTY ADMINISTRATIVE BUILDING
BOARD OF SUPERVISORS' CHAMBERS
AND VIA REMOTE CALL-IN

175 FULWEILER AVE
AUBURN, CA 95603

1. CALL TO ORDER AND SALUTE TO THE FLAG

Commissioner Holmes led the salute to the flag at 4:00 PM.

2. ROLL CALL

Present Commissioners: Joshua Alpine, Cindy Gustafson, Dan Karleskint, Shanti Landon, Susan Rohan

Present Alternate Commissioners: Judy Friedman (arrived at 4:05 PM, remote, voting as special district member), Jim Holmes

Not Present: Commissioner Trinity Burruss, and Alternate Commissioners David Bass, Jenny Knisley, Cherri Spriggs

Staff Present: Amy Engle, Commission Clerk, Michelle McIntyre, Executive Officer, Amanda Ross, Interim Assistant Executive Officer, Michael Walker, Legal Counsel

3. APPROVAL OF THE AGENDA

There were no changes to the agenda.

Commissioner Rohan motioned to approve the August 21, 2024, agenda, second by Commissioner Alpine. The motion was unanimously approved (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

4. PUBLIC COMMENTS

There were no public comments.

5. CONSENT

A. Minutes – June 12 & July 10 Commission Meetings; June 4 & July 16 Strategic Planning Special Meetings; July 22 Special Meeting.

B. Financial Reports – June 2024

C. LAFCO Project No. 2023-04: Rocklin Service Review and Sphere of Influence Study. Request a contract amendment to increase the budget by \$10,000.

D. Project Status Report

There were no public comments.

Commissioner Rohan motioned to approve the July 10, 16, and 22nd minutes second by Commissioner Landon. The motion was approved (5-0-1-0).

Yes: Alpine, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

Commissioner Karleskint motioned to approve the June 4 and 12th minutes, second by Commissioner Landon. The motion was approved (4-0-1-1).

Yes: Alpine, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: Rohan

Commissioner Alpine motioned to approve the remaining items 5B, 5C, and 5D from the August 21, 2024, consent calendar second by Commissioner Karleskint. The motion was approved (4-0-1-1).

Yes: Alpine, Friedman (arrived 4:05 PM), Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: Rohan

8. PUBLIC HEARING ITEMS

Resolution 24-07

- A. **LAFCO Project No. 2022-01: Reorganization of Meeks Bay Fire Protection District (MBFPD) and North Tahoe Fire Protection District (NTFPD)** Action 1: NTFPD Sphere of Influence (SOI) Update and Amendment. The Commission will consider a SOI update and amendment for the NTFPD as a first step toward reorganizing the NTFPD and MBFPD.

Ms. Ross provided the Commission with a presentation and staff recommendation for the NTFPD SOI Update.

There were no public comments.

Commissioner Landon motioned to approve the sphere of influence update for North Tahoe Fire Protection District by adopting Resolution 24-07, second by Commissioner Alpine. The motion was unanimously approved by roll call vote (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

Resolution 24-08

- B. **LAFCO Project No. 2022-01: Reorganization of Meeks Bay Fire Protection District (MBFPD) and North Tahoe Fire Protection District (NTFPD)** Action 2: The Commission will consider the reorganization of the NTFPD and MBFPD with the concurrent dissolution of the MBFPD and annexation to the NTFPD. The NTFPD will be the successor agency.

An amended Resolution 24-08 was provided to the Commission.

Ms. Ross provided the Commission with a presentation and staff recommendation for MBFPD and NTFPD reorganization.

NTFPD Chief Leighton provided public comments.

Ed Miller, president of MBFPD, provided public comments via phone-in.

José Henriquez, Executive Officer of Sacramento LAFCO and previous Executive Officer of El Dorado LAFCO, provided public comments via Zoom.

Commissioner Karleskint motioned to approve the reorganization of Meeks Bay Fire Protection District and North Tahoe Fire Protection District by adopting Resolution 24-08, second by Commissioner Friedman. The motion was unanimously approved by roll call vote (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None

Absent: Burruss
Abstain: None

7. BUSINESS ITEMS

A. Update to Placer LAFCO's Conflict of Interest Code

Mr. Walker provided the Commission with an overview of the proposed changes to the LAFCO conflict of interest code.

There was no public comment.

Commissioner Landon motioned to approve the updated conflict of interest code, second by Commissioner Alpine. The motion was unanimously approved by roll call vote (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

B. Executive Officer's Report – The Executive Officer provided an oral report on the status of various LAFCO projects highlighting the Strategic Plan and No. 2024-02 Village 5A Annexation to Lincoln, including service reviews for Rocklin, Roseville, South Placer Municipal Utility District, and the western and east slope fire agencies.

There was no public comment.

8. CLOSED SESSION ATTENDANCE

The Commission determined the Alternate Commissioners have an “essential role to play” in the following Closed Session item to evaluate the Executive Officer's performance and thus may attend the Closed Session.

Commissioner Landon motioned to approve allowing the Alternate Commissioners to attend the Closed Session for the purpose of evaluating the Executive Officer's performance, second by Commissioner Alpine. The motion was unanimously approved by roll call vote (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

9. CLOSED SESSION

Closed Session pursuant to Government Code section 54957 to consider the evaluation of the performance of the Executive Officer. Continued from July 10, 2024, Commission Meeting.

10. REPORT OF CLOSED SESSION

Mr. Walker reported the Commission held the closed session as noted on the agenda evaluating the Executive Officer's performance.

11. EXECUTIVE OFFICER MERIT INCREASE

Commissioner Alpine motioned to approve a standard merit increase of 2.5% for Ms. McIntyre, second by Commissioner Rohan. The motion was unanimously approved (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

10. ADJOURNMENT

The next Commission meeting is scheduled for Wednesday September 11, 2024; at 4:00 PM. The meeting was adjourned at 6:43 PM.

Commissioner Alpine motioned to adjourn, second by Commissioner Rohan. The motion was unanimously approved (6-0-1-0).

Yes: Alpine, Friedman, Gustafson, Karleskint, Landon, Rohan
No: None
Absent: Burruss
Abstain: None

A complete video recording of this meeting is posted to:

<https://www.placer.ca.gov/AgendaCenter/Local-Agency-Formation-Commission-14>

Submitted by:

Amy Engle, Commission Clerk

Project Status Report					
Active Projects					
Project No.	Project Name	Subject Agency	Location	Acreage	Status and Notes
2022-01	Meeks Bay and North Tahoe Fire Protection District (FPD) Reorganization	Meeks Bay and North Tahoe FPD	Placer and El Dorado County		Approved by Commission on 8-21-24 Protest Hearing held on 9-26-24 Certification of protest hearing results 10-9-24
2022-03	Service Review and Sphere of Influence Study	Fire Agencies	Western Placer County		Presentation of draft study tentatively scheduled for LAFCO November meeting
2023-02	SUD-B NEQ Remnant Parcels Annexation to Lincoln	Lincoln	Off Highway-65	27	5-31-23 Application submitted 6-19-23 Incomplete application notice Six-month extension granted to 12-31-24. LAFCO staff processing application
2023-03	South Placer Municipal Utility District (SPMUD) Boundary Clean-up of Islands	SPMUD	SPMUD's Sphere of Influence (SOI)		Service Review/SOI study underway
2023-04	Service Review and Sphere of Influence Study	Rocklin	City of Rocklin		Pending technical review by Rocklin staff
2023-05	Service Review and Sphere of Influence Study	Roseville	City of Roseville		Presentation of draft study tentatively scheduled for LAFCO November meeting
2024-01	Service Review and Sphere of Influence Study	SPMUD	Loomis, Rocklin, and unincorporated Placer County		Service Review/SOI study underway - Site Visit scheduled for 10-9-24
2024-02	Village 5A	Lincoln	Village 5 Specific Plan bisected by Highway-65	2,700	Incomplete Application Notice 8-6-24. LAFCO processing application
2024-04	Service Review and Sphere of Influence Study	Placer County Cemetery Districts	Placer County		Contract Issuance scheduled for 10-9-24
2024-05	South Placer FPD extension of latent power (ambulance transport)	South Placer FPD	Loomis		LAFCO received resolution of application from District.
2024-06	Service Review and Sphere of Influence Study	Eastern Placer County fire/ambulance providers	Eastern Placer and portions of El Dorado and Nevada counties		Commission to consider contract 10-9-24

Pending Projects					
Project No.	Project Name	Subject Agency	Location	Acreage	Status and Notes
2022-05	Newcastle and Placer Hills Fire Protection District Reorganization	Newcastle and Placer Hills FPD	Newcastle and Placer Hills boundaries		10-24-22 Incomplete app letter
2024-03	Service Review and Sphere of Influence Study	Loomis	Town of Loomis		Kick-off tentatively scheduled for December
Pre-App	West Oaks Apartment	Rocklin	Off Highway-65	3.4	City working on application materials. Pending Service Review and SOI update
Closed Projects					
2021-03	Service Review Study	Lincoln	City of Lincoln and SOI		3-8-23 LAFCO approved Service Review w/ COA - Long Range Fire Dept. Master Plan. Lincoln to provide an update on Dec 2024

PLACER COUNTY

LOCAL AGENCY FORMATION COMMISSION

Staff Report

COMMISSIONERS:

Cindy Gustafson
Chair
(County)

Joshua Alpine
Vice Chair
(Special District)

Trinity Burruss
(City)

Dan Karleskint
(City)

Shanti Landon
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Susan Rohan
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Judy Friedman
(Special District)

Jim Holmes
(County)

Jenny Knisley
(City)

Cherri Spriggs
(Public)

COUNSEL:

Michael Walker
General Counsel

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

DATE: October 9, 2024
TO: Chair Gustafson and members of the Commission
FROM: Michelle McIntyre, Executive Officer
SUBJECT: **LAFCO Project No. 2024-04: Service Review and Sphere of Influence Study of the Placer County Cemetery Districts – Contract Award**

SUMMARY

The Placer Local Agency Formation Commission (LAFCO) will consider authorizing the Executive Officer to contract with RSG, Inc. (RSG) to prepare a Service Review and Sphere of Influence (SOI) study of the Placer County cemetery districts with a contract amount not exceeding \$74,420.

BACKGROUND

During the LAFCO meeting on June 12, 2024, the Commission approved the Final Workplan and Budget for the fiscal year 2024-25. The work plan and associated budget included the service review and SOI study of the six cemetery districts in the county: 1) Auburn, 2) Colfax, 3) Placer County Cemetery District #1, 4) Newcastle, Rocklin, and Gold Hill, 5) Roseville, and 6) Tahoe.

The Newcastle, Rocklin, and Gold Hill Cemetery District requested that the Commission prioritize a service review for its district due to boundary concerns, specifically, a large area located within the City of Rocklin but within the Roseville Cemetery District. LAFCO staff conducted a preliminary review of the boundaries of the six cemetery districts and found irregularities in four of the six districts. Staff also discovered a “district” that was erroneously added to the Placer County tax roll, even though its formation was never completed; the mistake has since been reported to the California State Board of Equalization for correction.

The Commission identified the service review and sphere update for the cemetery districts as Item 32, a high-priority project, in its annual

work plan. Subsequently, the Placer County Grand Jury issued a report on June 27, 2024, on the “Cemetery Districts in Placer County – A Review of Current Operations, Finances, and Future Plans.” (Attachment A.) The Grand Jury report does not require a response from Placer LAFCO.

DISCUSSION

LAFCO staff previously reported to the Commission that in 2017, LAFCO adopted a service review (with no sphere update) for the Tahoe Cemetery District. Current staff found a draft service review for the Auburn Cemetery District, but no record indicates whether LAFCO received or adopted the draft. The other four cemetery districts have not undergone a service review study.

Due to the significance and timing of the needed service reviews, the Executive Officer contacted several consultants involved in ongoing projects with Placer LAFCO. Two proposals were received. While both agencies that submitted proposals are qualified and have the expertise to conduct the studies, the Executive Officer recommends that the Commission authorize staff to enter into a contract with RSG.

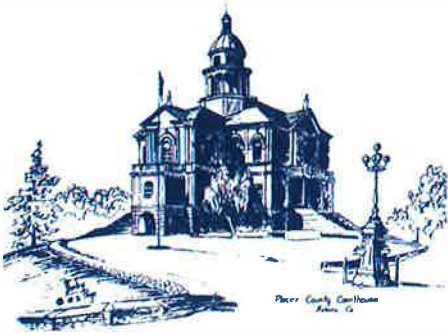
This recommendation is based on RSG providing a much more comprehensive proposal, which includes its understanding of the issues and the project's scope (Attachment B). Also, LAFCO staff met with the General Manager of the Newcastle, Rocklin, and Gold Hill Cemetery District, as that agency first contacted Placer LAFCO about the need for a service review, to review the two proposals. The other five cemetery districts received copies of the proposals, but unfortunately, due to workload, the Executive Officer could not meet with the other five General Managers.

STAFF RECOMMENDATION

Authorize the Executive Officer to enter into a contract with RSG, to be approved as to legal form by LAFCO legal counsel, to conduct a service review and a sphere of influence study of the six Placer County cemetery districts. The amount of the contract will not exceed \$74,420.

ATTACHMENTS:

- A – Placer County Grand Jury Report “Cemetery Districts in Placer County – A Review of Current Operations, Finances, and Future Plans” dated June 27, 2024.
- B – RSG Proposed Work Program for the Placer County Cemetery Districts Municipal Service Review and SOI Update dated September 10, 2024.



PLACER COUNTY GRAND JURY

11532 B Avenue, Auburn, CA 95603
E-mail: info@placergrandjury.org

Phone: (530) 886-5200
FAX: (530) 886-5201

June 20, 2024

Local Agency Formation Commission
Attention: Michelle McIntyre, Executive Director
110 Maple St
Auburn, CA 95603

Subject: 2023–2024 Grand Jury Final Reports:

- **Cemetery Districts in Placer County – A Review of Current Operations, Finances, and Future Plans**
- **Special Districts Compliance Regarding Form 700 and Ethics Training**

Dear Ms McIntyre,

The 2023-2024 Placer County Grand Jury hereby releases the 2023-2024 Grand Jury Final Report, dated June 27, 2024.

Enclosed is your personal copy of individual reports where the grand jury identified you as having an interest in the report subject. ***No response is required from you.***

The full report is being published primarily in electronic form. If you are interested in reviewing the full report, it is available on the Superior Court's website at www.placer.courts.ca.gov/general-information/grand-jury/grand-jury-reports-resolutions. Hard copies are being distributed as necessary. Please send an email to info@placergrandjury.org if you would like a hard copy.

Sincerely,

A handwritten signature in cursive script that reads "Barbara Ferguson".

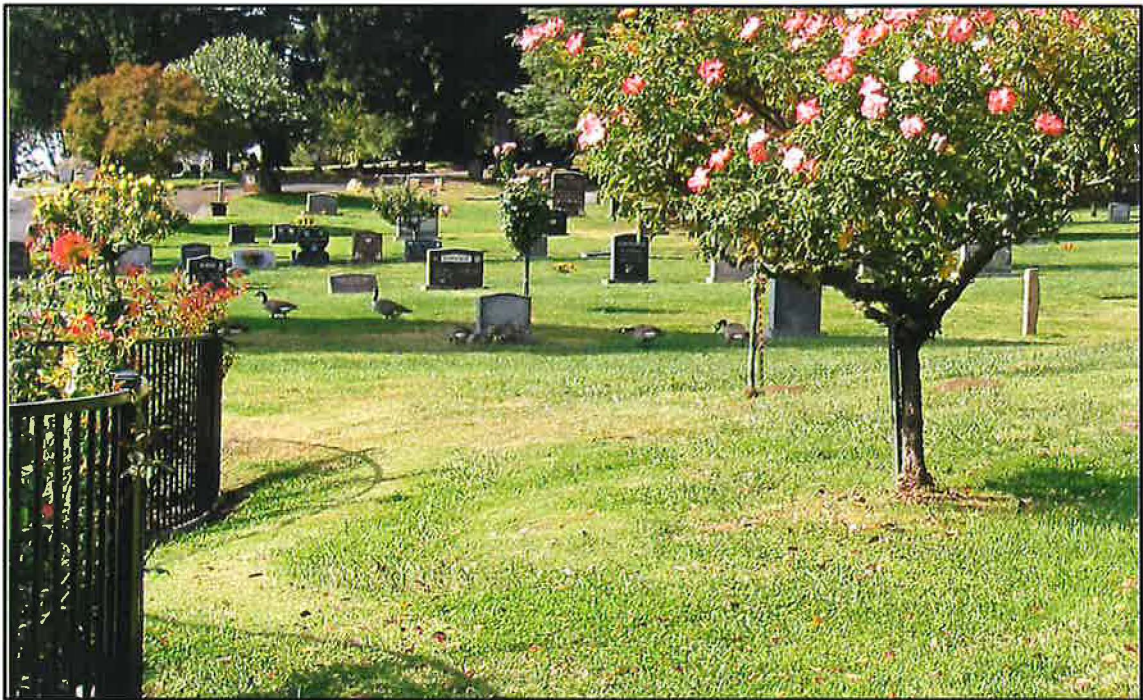
Barbara Ferguson, Foreperson
2023-2024 Placer County Grand Jury

Enclosures:

Cemetery Districts in Placer County – A Review of Current Operations, Finances, and Future Plans report
Special Districts Compliance Regarding Form 700 and Ethics Training report

Cemetery Districts In Placer County

**A Review of Current Operations,
Finances, and Future Plans**



Placer County Cemetery Districts Review of Current Operations, Finances, and Future Plans

Summary

Placer County has six cemetery districts that administer fifteen individual cemeteries. The earliest burial sites in some of the cemeteries date back to the early to mid-1800s and are of local historical significance. This report encompasses a review of the financial standing, operations, maintenance, and future plans within each district. The diverse age and locations of the individual cemeteries present different resource requirements, especially for maintenance and upkeep in the older, historical cemeteries. All the districts do a commendable job with upkeep and appearance, but the historical cemeteries have family plots that are abandoned, which poses maintenance challenges.

The larger cemetery districts are financially sound with significant property tax revenues and reserves at the four larger cemeteries. The two smallest cemetery districts have very limited tax income revenue and financial reserves, yet they maintain their balance sheets well. Finally, all the cemetery districts have sufficient developed and undeveloped land to accommodate their anticipated space needs into the future. Cemeteries in western Placer County, the largest area of population growth, have the most undeveloped land to accommodate growth and the largest financial reserves for future land purchases.

Glossary

Burial grave: Inground casket burial of intact remains.

California Assembly Bill 8, 1979/1980: After the passage of California Proposition 13, Assembly Bill 8 provided procedures for the County Auditor-Controller to allocate property taxes to each taxing jurisdiction.

California Proposition 13: The 1978-1979 proposition that fixed a 1 percent maximum tax rate on assessed property values based on 1975 to 1978 property valuations and the levied tax rates in each cemetery district. This tax rate remains the formula for current funding of cemetery districts through property taxes.

Columbarium: Prebuilt columns or walls containing above ground niches for cremains.

Cremains: Cremated ashes.

Crypts: Above ground burial resting grounds with either intact remains or cremains.

Dry Cemetery: A cemetery with no irrigation.

Endowment Fees: Cemetery districts charge a fee for all burials that is kept in a dedicated fund in each district for the purpose of caring for, maintaining, or improving the cemetery to preserve it from becoming unkempt.

Inground crypts: Cement enclosure buried in the earth for cremains.

Internment: Placement of corpse or cremains in a specific location, i.e., grave, crypt, or columbarium.

Internment Fees: The fees charged by cemetery districts for the right to place a marker or monument to a burial pillar, niche, in-ground burial, or outer burial container.

Internment Rights: Plot or crypt within a cemetery district.

Independent Order of Odd Fellows: A non-political, non-sectarian, international fraternal order.

Local Agency Formation Commission: A state mandated independent regulatory body whose role is to encourage the orderly formation of local governmental agencies, preserve agricultural and open space resources, and discourage urban sprawl through the review of city and special district boundary changes and the extension of the services they provide.

Mortuary: A place used for storage of corpses awaiting burial, cremation, autopsy, or identification.

Special District: Local governments created by the people of a community to deliver specialized services essential to their health, safety, economy, and well-being. A community forms a special district to provide specialized services the local city or county do not provide.

Background

The Placer County Grand Jury's responsibility is to be a watchdog over county, city, and special district operations. Often, citizens of the county are unaware of some of the special districts and their functions. In 2008-2009 the Placer County Grand Jury conducted a survey of cemetery districts where the findings were quite favorable with only one recommendation. The current grand jury decided to follow-up and determine what, if any, changes may have occurred over the past fifteen years for each district in terms of cemetery operations, current financial standing, planning for future growth, and future financial stability.

Methodology

During the investigation the grand jury toured each of the six cemetery districts and conducted interviews at each district. These interviews were held with board members, cemetery managers, office staff, ground workers, and sales personnel. In addition, interviews were held with Placer County Local Agency Formation Commission (LAFCO) and county department heads.

The members of the grand jury reviewed websites, budgets and audited financial statements, pamphlets, news articles, as well as the Placer County Grand Jury 2008-2009 Final Report. Cemetery reports from other counties were also reviewed. The grand jury conducted a survey of each district requesting key data points.

Discussion

Within Placer County there are six cemetery special districts. Each district has its own governing board. Generally, each cemetery has a manager, bookkeeper, and groundskeeper(s). There are a total of fifteen separate cemeteries within the six districts. The cemetery district boards manage and provide locations of internments or burials, bench placements, and create rules to guide mortuaries in providing their services.

Mortuary services external to the cemetery districts are responsible for the temporary storage of corpses pending identification, autopsy, embalming, cremation, or burial. Cemetery services begin once the remains are in the appropriate state (embalmed or cremated) to be interned in the location of preference such as a crypt, burial plot, or columbarium within the cemetery district. The cemetery districts coordinate activities with mortuary service providers to ensure the proper internment of remains at the proper location, preparation of the internment location, and burial services.

The size of each cemetery varies by district. The appearance and services provided vary between the cemetery districts and by the individual cemeteries located within each district. The age of the cemeteries impacts the service levels and the level of required upkeep. All cemetery districts have available plots to accommodate future growth. The chart below shows the current developed, undeveloped, and potential future expansion land. Each district manager believes their undeveloped and future expansion land will be sufficient. The future expansion needs will be most pressing in the western districts of the county.

Placer County Cemetery Acreage						
	Auburn Public Cemetery District	Colfax Cemetery District	Newcastle-Rocklin-Gold Hill Cemetery District	Placer County Cemetery District #1	Roseville Public Cemetery District	Tahoe Cemetery District
Total Land Acreage	49	16	79	43	48	2.9
Developed Acreage	38	13	45	22	24	1.5
Undeveloped Acreage	11	3	34	21	24	1.4
Potential Future Expansion	50	2.5	0	0	35	0

Auburn Public Cemetery District: Includes the Old Auburn and New Auburn Cemeteries. There is a five-member board who manages the district.

The Old Auburn Cemetery is a historical site and contains sixteen developed acres. It is historically interesting with graves from local inhabitants dating to the early 1800s. The cemetery was founded in 1935 when it was handed over to the county by the Independent Order of Odd Fellows (IOOF). This cemetery has no available expansion acreage and no additional burial sites are available. The cemetery is quaint with weathered plots. To accommodate new niche internments, a new columbarium was built, and crypts in the columbarium remain available. The cemetery is visually interesting with large and small monuments or headstones, footstones, and many plots are surrounded by cement edging.



*Photo Credit:
Placer County Grand Juror*



*Photo Credit:
Placer County Grand Juror*

The New Auburn Cemetery has twenty-two acres with eleven acres remaining undeveloped and available for expansion. A new columbarium and crypt area has been added as well as burial sites for veterans. One area of interest is the site where 268 remains of Placer County Pioneers were reinterred in 1986 by the California Department of Transportation. In addition, the cemetery has another fifty acres of steep, unusable property which has power lines and a pipeline running through the land. Because access is an issue, there is the potential for the land to be sold in the future. As a revenue source, there is a cell tower on the site. The cemetery has a manager, office

worker, and three maintenance crew members. This staff also manages and cares for the Old Auburn Cemetery.

Colfax Cemetery District: Includes the Colfax and Colfax Indian Cemeteries.

The Colfax Cemetery District was created in 1917 and serves the residents of the Colfax area. Its earliest burials date to approximately 1850. It has 16.3 acres of developed land and another 13.3 acres available for expansion. On staff are two groundskeepers who manage and maintain the grounds. The cemetery is old with a large percentage of older family plots with as little landscaping as possible to minimize maintenance and landscaping needs. Because of its limited budget, this cemetery borrows equipment to dig graves since it does not have equipment of its own.



*Photo Credit:
Placer County Grand Juror*

The Colfax Indian Cemetery is located approximately 0.5 miles south of the main Colfax Cemetery. The cemetery is comprised of 0.47 acres and has been used as a burial site since the 1870s. In 1963, it was transferred to the Colfax Cemetery District. The cemetery is totally cared for by the Native American Indian residents with limited assistance from the district.

Newcastle-Rocklin-Gold Hill Cemetery District: The four cemeteries included in this district are Gold Hill, Newcastle, Ophir, and Rocklin. There is a five-member board which manages the four cemeteries.

The Gold Hill and Ophir Cemeteries were established in 1852 and 1853 respectively. Gold Hill consists of three acres and Ophir has four acres (two undeveloped). These are historic dry cemeteries located in the foothills. The cemeteries are at capacity and have no expansion acreage available. There are few, if any, additional burials anticipated. For Ophir Cemetery, further burials are restricted as unmarked remains are buried on the site. Since most graves are unmarked, the district will not risk disturbance of these unmarked grave sites. Today, a burial is only made if there is an existing family plot. There is no watering of the cemeteries and a few times a year the grounds are maintained by district staff.



*Photo Credit:
Placer County Grand Juror*

The Newcastle Cemetery is in the foothills and contains twenty developed acres and has another twenty-four acres of undeveloped land. Although the earliest remains date from 1857, the cemetery is well landscaped with a variety of vegetation, a well-planned layout, and up-to-date features. Granite outcroppings and buried rocks pose a challenge for some burial sites. There is a cemetery manager, two office workers, and seven groundskeepers. The seven groundskeepers maintain the acreage of all cemeteries within the district. This cemetery can accommodate all burial types.



*Photo Credit:
Placer County Grand Juror*



*Photo Credit:
Placer County Grand Juror*

The Rocklin Cemetery is located within the city limits of Rocklin with its earliest burial sites dating to 1864. It contains 15.5 developed acres with the ability to expand into an additional 12.5 acres. As stated in the 2008-2009 Placer County Grand Jury Report, there is an “abundance of underground rocks that makes use of the land difficult.” The cemetery is flat with well-maintained grounds and landscaping and contains historical burial sites as well as an up-to-date niche and columbarium.

Placer County Cemetery District #1: This district was established in 1925 and contains four separate cemeteries. The district is managed by a five-member board. The oldest cemetery in the district is Manzanita. The district covers the western part of Placer County.



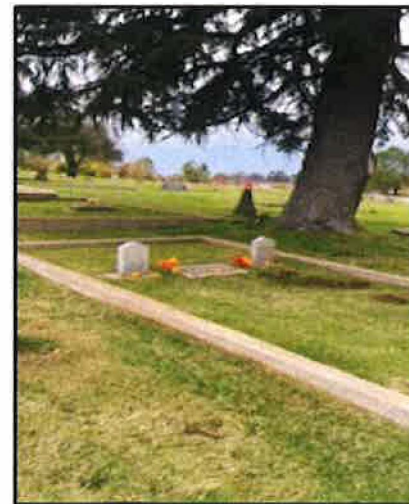
*Photo Credit:
Placer County Grand Juror*

The Manzanita Cemetery is within the city limits of Lincoln but has a very remote atmosphere, as it is not near any major residential areas. As this is a dry cemetery with no vegetation and contains a high percentage of historical grave sites, it has the appearance of an old western cemetery. The cemetery has six developed acres with what appears to be a significant number of unused grave sites. An additional fifteen acres are available for expansion. The cemetery dates back to the 1850s.



*Photo Credit:
Placer County Grand Juror*

The Lincoln Cemetery is also located within the city limits of Lincoln with its earliest burials dating to 1863. There is no expansion land as the entire 10.6 acres has been developed. The cemetery is not considered historical and has been upgraded with a covered area for ceremonies and an attached modern niche and columbarium space.



*Photo Credit:
Placer County Grand Juror*

The Sheridan Cemetery is near the town of Sheridan in western Placer County and primarily surrounded by open space. It started as a family cemetery in 1875, later an IOOF cemetery, and in 1921 became the resting place for the local "Russian Colony." In 1970 the grounds were transferred to the Placer County Cemetery District #1. The cemetery is not at capacity with 2.5 acres developed and 1.6 acres of undeveloped land available.

The Santa Clara Memorial Park Cemetery is in Lincoln. There are three acres of developed land and the ability to expand into another 4.3 acres.

Roseville Public Cemetery District: The Roseville and Union Cemeteries are located within this district. There is a five-member board. In addition to the two cemeteries, the district also has seventeen undeveloped acres in west Roseville and another eighteen undeveloped acres closer to downtown Roseville.

The Roseville Cemetery is the largest cemetery in Placer County with twenty-two developed acres of land and is one of the newer cemeteries in the county, established in 1939. Adjacent to the developed land is property leased for storage, which can be used for expansion, plus another twenty-three acres of undeveloped land. As it is the largest cemetery in the county, it has capabilities for small services, a modern veteran's section, updated niche, inground niche, and columbarium sections. The cemetery manager and two office staff are housed in a recently completed administration building and employs five groundskeepers.



*Photo Credit:
Placer County Grand Juror*

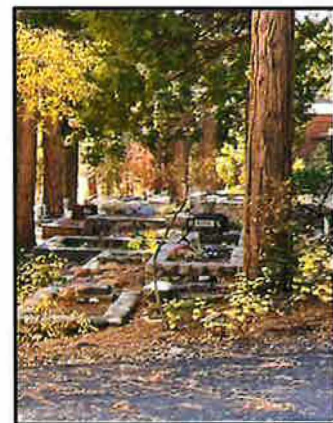


*Photo Credit:
Placer County Grand Juror*

The Union Cemetery was initially a family-owned cemetery and became part of the district in 1951. This is a very old cemetery located on three acres with two acres developed and one undeveloped acre available for expansion. Although this is an old cemetery surrounded primarily by open space, it is irrigated and requires routine landscape maintenance.

Tahoe Cemetery District: This district was created in 1962 and only has one cemetery.

The Trail's End Cemetery is the smallest cemetery within the county. Due to weather, the cemetery is only open during the summer months. There are no official employees, and the manager/bookkeeper is a contracted employee. Although the grounds of the cemetery are maintained by volunteers, it contains a significant number of burial sites with unique, personalized remembrances. There are very few rules regarding burial decorations and burial markings at the cemetery.



*Photo Credit:
Placer County Grand Juror*

Financial Health

The primary revenue source for all cemetery districts is through county property taxes which represents between 51 percent (Auburn) and 89 percent (Colfax) of the districts' funding. The next sources of revenues are derived from rental income (land use, cell towers, storage facilities), administrative fees, internment fees, internment rights, and sale of miscellaneous items such as urns and vases.

The method to determine tax rates prior to the passage of Proposition 13 in 1978-1979 was calculated by a taxing jurisdiction such as the county, by determining the funds required to meet their annual budgets. The funds needed were then divided by the assessed value within the jurisdiction’s boundaries to determine the tax rate. The passage of Proposition 13 set a maximum tax rate of one percent on the total assessed value in a jurisdiction. The 1 percent rate was multiplied by the total jurisdiction’s assessed value. The resulting total tax amount was then divided amongst all the operational activities in that jurisdiction. This tax and allocation formula was modified by Assembly Bill 8 in 1979-1980 to accommodate for the annual growth and adjustments to jurisdictional changes.

The result of the above is each cemetery district’s revenue rises or declines annually based on the total assessed value within the district’s boundaries. This has resulted in areas of higher growth, as in western Placer County, now having a higher percentage of the county’s total assessed valuation. This results in a higher proportional revenue growth for those districts.

Although the base tax rate has not changed since 1978-1979, the assessed valuation base on which the base tax rate is levied has changed. For districts where the tax base has increased the most, such as Roseville and Rocklin, the tax revenues have risen proportionally. For areas of eastern Placer County Cemetery Districts where the assessed valuation has not risen at the same rate, revenues to those districts are lower than the western Placer County districts.

Audited Financial Information as of June 30, 2022						
	Auburn Public Cemetery District	Colfax Cemetery District*	Newcastle- Rocklin- Gold Hill Cemetery District	Placer County Cemetery District #1	Roseville Public Cemetery District	Tahoe Cemetery District*
Property Tax Revenue	\$643,380	\$162,978	\$1,904,765	\$1,859,488	\$3,337,612	\$46,811
Total Revenues	\$1,259,716	\$183,093	\$2,399,667	\$2,302,782	\$3,828,743	\$75,035
Total Expenditures	(\$998,130)	(\$189,402)	(\$1,533,238)	(\$1,633,597)	(\$1,297,789)	(\$115,267)
Cash and Investments	\$3,882,176	\$119,448	\$14,637,785	\$13,623,057	\$29,012,112	\$239,743
Endowment Fund Balance	\$2,146,930	\$114,841	\$2,230,084	\$659,706	\$1,778,842	\$28,108

*Information for Colfax Cemetery District is as of June 30, 2019, and for Tahoe Cemetery District is as of June 30, 2015, as these are the latest available audited financial statements.

California Government Code § 26909 requires annual financial audits of all special districts. The four larger cemetery districts have routinely had annual audits performed. The Tahoe and Colfax Cemetery Districts have been granted a waiver to the annual requirement by the Placer County Auditor-Controller, allowing them to have audits conducted every five years. This waiver is due to the small size of these two districts compounded with the difficulty in identifying external auditors willing to perform such sized audits. Even with the granting of the five-year waiver, the Placer County Auditor-Controller has had to perform the audits of the Colfax and Tahoe Cemetery Districts due to lack of outside auditors willing to perform such an audit. The audits conducted by the Placer County Auditor-Controller's Office have been accepted by the state.

A third source of revenue for cemetery districts is investment income from the cash reserves of each district. As noted in the table above, the cash and investment funds vary widely between districts, from \$119,448 in the Colfax Cemetery District to \$29,012,112 for the Roseville Cemetery District. Although the western cemetery districts have significant cash reserves for future needs, the Colfax and Tahoe Cemetery Districts have limited cash reserves.

The final financial category is endowment funds. As shown in the table above, endowment funds vary significantly between districts with the Colfax and Tahoe Cemetery Districts at very low endowment fund balances.

The expenditures are managed well in each district relative to their annual revenues. A review of the audit findings of the Colfax Cemetery District from 2014 to 2019 found that expenditures were greater than revenue for that period which resulted in a \$63,000 deficit. The increase in expenditures was primarily driven by increases in pension and insurance costs. Despite the annual shortfalls, the reserves were above \$119,000 in 2019. The Colfax Cemetery District has judiciously managed their expenditures from 2019 to 2023 (unaudited) resulting in elimination of the \$63,000 deficit in 2019 and an approximate \$20,000 surplus in 2023.

Conclusion

The Placer County Cemetery Districts are both historical cemeteries and the future resting place for an expanding Placer County populace. In the areas of the county where growth is most expansive, the districts of Newcastle-Rocklin-Gold Hill, Roseville, and Placer Cemetery District #1, have sufficient acreage for future expansion, revenue sources, and cash reserves to fund future needs. These three districts manage their annual budgets to ensure expenditures are well within revenues.

The Auburn Cemetery District is more reliant on non-property tax revenue to meet expenditure costs but has demonstrated good administrative capabilities to keep expenditures below revenues annually. The district also has significant cash reserves and expansion space to meet future needs.

The Colfax and Tahoe Cemetery Districts are well maintained and properly managed but have very limited revenue, cash, and endowment reserves. It appears the reserves for the Colfax district have been decreasing since 2014, driven at least in part by increased

pension and insurance costs through the last audit in 2019. The limited revenue capability of the Colfax district is a concern for the long-term, especially if there is any downturn in property tax revenues.

The cemeteries with the oldest family plots, in particular Auburn, Colfax, Gold Hill, Ophir, Manzanita, and Union, pose additional maintenance issues due to deteriorating gravestones, iron fencing, concrete boundaries, and concrete slabs. The cemeteries are able to perform upkeep and maintenance surrounding these plots but have limited resources to repair or replace family plot items as listed above.

The findings of the 2023-2024 Placer County Grand Jury are very similar to the findings in the prior Placer County Cemetery Report of 2008-2009, where the financial standing and overall conditions of each of the cemetery districts have been well maintained over the past fifteen years.

Findings

The grand jury found:

- F1.** All Placer County Cemetery Districts are well managed financially, and most annual budgets keep expenditures below revenues.
- F2.** All cemetery districts have reserves in accordance with their size, population, and tax income base.
- F3.** The two smallest districts, Colfax and Tahoe, have very limited cash and endowment reserves.
- F4.** All Placer County Cemetery Districts are well-maintained in accordance with their surroundings including the historical cemeteries.
- F5.** All Placer County Cemetery Districts are properly staffed and managed.
- F6.** All Placer County Cemetery Districts have adequate expansion acreage to accommodate residential growth within their district.

Recommendations:

The grand jury has no recommendations.

Copies sent to:

Auburn Cemetery District

Attention: Earl Wilson, Chairperson

PO Box 4357

Auburn, CA 95604-4357

Colfax Cemetery District

Attention: Nancy Hagman
PO Box 231
Colfax, CA 95713

**Newcastle-Rocklin-Gold Hill
Cemetery District**

Attention: Mark Riemer, Chairperson
850 Taylor Rd
Newcastle, CA 95658

Placer County Cemetery District #1

Attention: Joe Vigil, Chairperson
PO Box 546
Lincoln, CA 95648

Roseville Cemetery District

Attention: Steven Howe, Chairperson
421 Berry St
Roseville, CA 95678

Tahoe Cemetery District

Attention: Jill Pomin, President
PO Box 6178
Tahoe City, 96145

Local Agency Formation Commission

Attention: Michelle McIntyre, Executive Officer
110 Maple St
Auburn, CA 95603

Special Districts' Compliance With Form 700 and Ethics Training



Special Districts' Compliance with Form 700 and Ethics Training

Summary

Individual board members of Placer County Special Districts are required to submit Form 700 on an annual basis and complete ethics training biannually if any board member of the special district receives any financial compensation (salary, stipend, or reimbursement for expenses). The 2023-2024 Placer County Grand Jury investigated the thirty-seven special districts in Placer County to ensure all special districts were compliant with the submission and training requirements. The Placer County Grand Jury verified that 97 percent of special district board members were compliant with Form 700 submission and 91 percent were compliant for biannual ethics training as of December 31, 2023.

Glossary

Special District: A political subdivision of the state, established to provide a single public service within a specific geographic area.

Form 700: Statement of Economic Interest, Fair Political Practices Commission, State of California. It must be filed by designated board and commission members as defined by California Government Code § 87200.

Fair Political Practices Commission: Created by the California Political Reform Act to administer and enforce the ethics law, as well as inform and assist public officials, employees, and candidates to comply with its provisions.

Ethics Training: A course to educate public officials biannually on the ethical standards required of an individual who works in state and local government. The training is mandated by California Government Code § 53235 for all board members of special districts when any member of that board receives compensation, salary, stipend, or reimbursement for expenses.

Local Agency Formation Commission: State-mandated, quasi-judicial countywide commissions whose purview is to oversee boundary changes of cities and special districts, formation of new agencies, consolidation, or reorganization for special districts and/or cities.

Background

Special district board members are required by California Government Code § 87200¹ to submit a Form 700² to the Placer County Clerk-Recorder's Office each year they are on the board. In addition, if any board member receives any financial remuneration, such as a stipend or expense reimbursement, then all board members are required to take biannual ethics training and retain documentation evidencing compliance. The Placer County Grand Jury (PCGJ) investigated the Form 700 submission and ethics training compliance of the special districts' board members.

Methodology

During the grand jury's investigation, a letter and survey form were emailed to each district. The survey requested the following information:

- names of board members,
- length of term,
- term start date,
- term end date,
- date of ethics training and who provided the training,
- submission of Form 700,
- date of Form 700 submission, and
- copy of certification of completion of ethics training.

A deadline of December 31, 2023 was set for the receipt of the requested information. The data received by December 31 was used for the tabulation of compliance in this report. Based on the survey responses, the PCGJ subsequently validated with the Placer County Clerk-Recorder's Office the submission of the Form 700 by the special district board members. The PCGJ also verified a majority of the special district members' ethics training were satisfied by reviewing copies of certifications received for completion.

¹ Title 9. Political Reform (81000 – 91014). Chapter 7. Conflicts of Interest [87200 – 87210]. https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=87200.&lawCode=GOV Accessed February 20, 2024.

² 2023-2024 Statement of Economic Interests. Form 700. <https://oag.ca.gov/system/files/media/form700.pdf>. Accessed February 20, 2024.

Discussion

Placer County has thirty-seven special districts. One district, Suburban Pines Community Services District, has been inactive, with no board members since 2007, and is not included in any of the analysis of this report. There are thirty-six active special districts with a total of 181 board members. The table below lists the Placer County Special Districts, inclusive of the inactive Suburban Pines Community Services District:

	Special District	Number of Board Members	Form 700 Submission	Ethics Training Verified
1	Alpine Springs County Water District	5	5	5
2	Alta Fire Protection District	5	4	5
3	Auburn Cemetery District	5	5	2
4	Auburn Recreation & Park District	5	5	5
5	Auburn Valley Community Services District	4	4	4
6	Christian Valley Park Community Services District	5	5	5
7	Colfax Cemetery District	2	2	2
8	Donner Summit Public Utility District	5	NA	5
9	Foresthill Fire Protection District	5	5	NA
10	Foresthill Public Utility District	5	5	3
11	Heather Glen Community Services District	5	5	5
12	McKinney Water District	5	5	5
13	Meadow Vista County Water District	5	5	5
14	Midway Heights County Water District	4	4	4
15	Newcastle Fire Protection District	4	4	2
16	Newcastle-Rocklin-Gold Hill Cemetery District	5	5	5
17	North Tahoe Fire Protection District	5	5	5
18	North Tahoe Public Utility District	5	5	5
19	Northstar Community Services District	5	5	5
20	Olympic Valley Public Service District	5	5	5
21	Penryn Fire Protection District	5	5	5
22	Placer County Cemetery District 1	5	5	5
23	Placer County Resource Conservation District	7	5	5
24	Placer County Water Agency	5	5	5
25	Placer Hills Fire Protection District	5	5	5
26	Placer Mosquito Vector Control District	7	7	5
27	Roseville Cemetery District	5	5	5
28	Sierra Lakes County Water District	5	5	5
29	South Placer Fire Protection District	7	7	7
30	South Placer Municipal Utility District	5	5	5
31	Suburban Pines Community Services District	NA	NA	NA
32	Tahoe Cemetery District	5	2	1
33	Tahoe City Public Utility District	5	5	5
34	Tahoe Forest Hospital District	5	5	5
35	Tahoe-Truckee Sanitation Agency	6	6	6
36	Talmon Resort Improvement District	5	5	5
37	Truckee Tahoe Airport District	5	5	5

The completion and return of the surveys by the special districts were inconsistent. After the initial contact was made, some districts responded immediately and others not at all. Some districts provided all the information requested while others provided partially completed surveys and/or did not provide the ethics training completion confirmation. Subsequent emails were sent, and phone calls were made, to each district not providing all the requested information. The requirements for Form 700 submission and ethics training are detailed separately below.

Form 700 Compliance

Every elected official and public employee who makes or influences governmental decisions is required to submit a Statement of Economic Interest, also known as the Form 700. The Form 700 provides transparency and ensures accountability.

1. It provides necessary information to the public about an official's personal financial interests to ensure officials are making decisions in the best interest of the public and not enhancing their personal finances.
2. It serves as a reminder to the public official of potential conflicts of interest, so the official can abstain from making, or participating in, governmental decisions which are deemed conflicts of interest.
3. Per the Form 700 guidance from California Fair Political Practices Commission (FPPC), if a public official fails to timely file his or her Form 700, the case will be referred to the FPPC Enforcement Division, and a penalty of up to \$5,000 may be imposed.

Form 700 for most filers is required to be filed annually by April 1st. Donner Summit Public Utility District board members are not required to submit their Form 700s to Placer County, but to either Nevada County or FPPC and are excluded from the survey. The stated compliance of the Form 700 submission provided in the survey data was cross-referenced with the Form 700 submitted to the Placer County Clerk-Recorder's Office. Although all surveys stated that all board members had submitted their Form 700, no confirmation of Form 700 submission could be found for six board members across four special districts. The requirement to submit Form 700 for 2023 was not due until April 1, 2024, so the committee requested and received an update from the Placer County Clerk-Recorder's Office for Form 700 submissions on April 9, 2024. Thirty-four of the thirty-six districts had confirmation of all board members completing the Form 700 submission. The PCGJ confirmed 172 of the 176 board members had completed Form 700 submission for 2023 as of April 9, 2024.

Ethics Training Compliance

The compliance of ethics training was calculated in two ways. First, using the survey results provided by each special district, the number of compliant board members was calculated. The second calculation measured compliance based on the special districts' provided documentation of completed ethics training. Special districts are required to maintain documentation of completion of ethics training internally for at least five years and are not required to submit documentation to another entity.³ Consequently, the PCGJ does not have an alternative source of compliance confirmation outside the special districts themselves.

The Foresthill Fire Protection District stated their five board members were exempt from ethics training. Exemption is allowed by California Government Code § 53235 if no board member receives compensation, salary, stipend, or reimbursement for expenses. A

³ [California Government Code section 53235.2 \(public.law\)](#). Accessed April 23, 2024.

confirmation by the board, stated no compensation, salary, stipend, or reimbursement for expenses were received by any board members.

The special districts' survey indicated that 171 of the 176 board members completed ethics training. Of the 168 board members with a stated completion of ethics training, certificates of current (not expired) training were provided for 163. Therefore, confirmed, current ethics training was provided for 163 of 176 board members and thirty of the thirty-six active districts had verified, current ethics training by all board members.

Summary of Form 700 and Ethics Training Compliance

All Placer County Special Districts responded to the PCGJ survey for Form 700 and ethics training compliance.

A high level of compliance was confirmed with 97 percent of board members compliant with the Form 700 submissions and 93 percent of board members with verified, current compliance with ethics training. As there are governmental regulations requiring reporting and compliance with Form 700 submission, the PCGJ does not feel a need to ensure further compliance as the FPPC Enforcement Division is tasked with Form 700 enforcement.

Ethics training, although required and regulated by California Government Code, does not require submission of compliance to another agency and relies on self-governance for compliance. Even though there is a 93 percent verified, current compliance for ethics training by Placer County Special Districts at the time the survey results were provided to the PCGJ, the code requires 100 percent compliance. There is not a readily available enforcement capability for special district ethics training.

Conclusion

Placer County Special Districts have greater than 97 percent individual member compliance for Form 700 submission. As Form 700 submission compliance is under the oversight of the California Fair Political Practices Commission, the Placer County Grand Jury will rely on that agency to ensure compliance by the Placer County Special Districts.

Placer County Special Districts have 93 percent individual member compliance for ethics training. Special districts are required to maintain documentation of completion of ethics training internally and are not required to submit documentation to another entity. There is no enforcement agency for non-compliance of ethics training. California Government Code section 53235.2(b) deems these records disclosable under the Public Records Act which allows residents to bring non-compliance to the attention of the greater public.

Findings

The grand jury found:

- F1.** Thirteen of 176 (7 percent) special districts' board members have not had verifiable, current ethics training.
- F2.** Four of 176 (2 percent) active districts' board members have not filed a Form 700 for 2023 as of April 9, 2024.
- F3.** Of the thirty-six Placer County Special Districts, 172 of 176 (98 percent) of the board members are compliant with the submission of Form 700 to the Placer County Clerk-Recorder's Office.

Recommendations

The grand jury recommends:

- R1.** By October 1, 2024, the Auburn Cemetery District (three board members) provide a current biannual ethics training certificate for their board members.
- R2.** By October 1, 2024, the Foresthill Public Utility District (two board members) provide a current biannual ethics training certificate for their board members.
- R3.** By October 1, 2024, the Newcastle Fire Protection District (two board members) provide a current biannual ethics training certificate for their board members.
- R4.** By October 1, 2024, the Placer Mosquito Vector Control District (two board members) provide a current biannual ethics training certificate for their board members.
- R5.** By October 1, 2024, the Tahoe Cemetery District (four board members) provide a current biannual ethics training certificate for their board members.

Required Responses

Pursuant to Penal Code § 933.05, the Placer County Grand Jury requires a response from the following governing body:

<u>Responding Entity</u>	<u>Findings Requiring Response</u>	<u>Recommendations Requiring Response</u>	<u>Due Date</u>
Auburn Cemetery District Board of Trustees Attention: Earl Wilson, Chairperson PO Box 4357 Auburn, CA 95604	F1	R2	October 1, 2024
Foresthill Public Utility District Board of Trustees Attention: Ron Thompson, President PO Box 266 Foresthill, CA 95631	F1	R3	October 1, 2024
Newcastle Fire Protection District Board of Directors Attention: William Kahrl, Chairperson PO Box 262 9350 Old State Highway Newcastle, CA 95658	F1	R4	October 1, 2024
Placer Mosquito Vector Control District Board of Trustees Attention: Ross Hutchings, President 2021 Opportunity Dr Roseville, CA 95678	F1	R5	October 1, 2024

<u>Responding Entity</u>	<u>Findings Requiring Response</u>	<u>Recommendations Requiring Response</u>	<u>Due Date</u>
Tahoe Cemetery District Board of Trustees Attention: Jill Pomin, President PO Box 6178 Tahoe City, CA 96145	F1	R6	October 1, 2024

Copies sent to:

Ryan Ronco, Placer County Clerk-Recorder's Office

3715 Atherton Rd
Rocklin, CA 95765

Local Agency Formation Commission

Attention: Michelle McIntyre, Executive Officer
110 Maple St
Auburn, CA 95603

Alpine Springs County Water District Board of Trustees

Attention: Janet Grant, President
270 Alpine Meadows Rd
Alpine Meadows, CA 96146

Alta Fire Protection District

Attention: Zach Haslett, Chairperson
PO Box 847
Alta, CA 95701

Auburn Recreation & Park District Administration Office

Attention: Scott Holbrook, Chairperson
471 Maidu Dr #200
Auburn, CA 95603

Auburn Valley Community Services District

Attention: Gerald Sherburne, President
PO Box 8138
Auburn, CA 95604

Christian Valley Park Community Services District

Attention: Dan Negus, President
PO Box 6857
Auburn, CA 95604

Colfax Cemetery District

Attention: Nancy Hagman, Trustee
PO Box 231
Colfax, CA 95713

Donner Summit Public Utility District

Attention: Cathy Preis, President
PO Box 610
Soda Springs, CA 95728

Foresthill Fire Protection District

Attention: Richard Hercules, President
PO Box 1099
Foresthill, CA 95631

Heather Glen Community Services District

Attention: Max Bailey, President
PO Box 715
Applegate, CA 95703

McKinney Water District

Attention: Jerry Swartfager, President
103 Simmons Way
Folsom, CA 95630

Meadow Vista County Water District

Attention: Derek D'Amour, Chairperson
PO Box 278
Meadow Vista, CA 95722

Midway Heights County Water District

Attention: Pauline Nevins, President
PO Box 596
Meadow Vista, CA 95722

Newcastle-Rocklin-Gold Hill Cemetery District

Attention: Mark Riemer, Chairperson
850 Taylor Rd
Newcastle, CA 95658

North Tahoe Fire Protection District

Attention: Mike Baffone, President
PO Box 5879
Tahoe City, CA 96145

North Tahoe Public Utility District

Attention: Sarah Coolidge, President
PO Box 139
Tahoe Vista, CA 96148

Northstar Community Services District

Attention: Warren Brown, President
900 Northstar Dr
Truckee, CA 96161

Olympic Valley Public Service District

Attention: Dale Cox, Director
PO Box 2026
Olympic Valley, CA 96146

Penryn Fire Protection District

Attention: Cheryl Hotaling, Chairperson
7206 Church St
Penryn, CA 95663

Placer County Cemetery District #1

Attention: Joe Vigil, Chairperson
PO Box 546
Lincoln, CA 95648

Placer County Resource Conservation District

Attention: Claudia Smith, Chairperson
11641 Blocker Dr, Suite 120
Auburn, CA 95603

Placer County Water Agency

Attention: Robert Dugan, Chairperson
PO Box 6570
Auburn, CA 95604-6570

Placer Hills Fire Protection District

Attention: Peter Hills, President
PO Box 350
17020 Placer Hills Rd, Suite 1A
Meadow Vista, CA 95722

Roseville Cemetery District

Attention: Steven Howe, Chairperson
421 Berry St
Roseville, CA 95678

Sierra Lakes County Water District

Attention: Jon Harvey, President
PO Box 1039
Soda Springs, CA 95728

South Placer Fire Protection District Station 17

Attention: Tracy Randall, President
6900 Eureka Rd
Granite Bay, CA 95746

South Placer Municipal Utility District

Attention: Gerald Mitchell
5807 Springview Dr
Rocklin, CA 95677

Tahoe City Public Utility District

Attention: Ellie Beals, President
PO Box 5249
Tahoe City, CA 96145

Tahoe Forest Hospital District

Attention: Alyce Wong, Chairperson
PO Box 759
Truckee, CA 96160

Tahoe-Truckee Sanitation Agency

Attention: Blake Tresan, President
13720 Butterfield Dr
Truckee, CA 96161

Talmont Resort Improvement District

Attention: Tim Schroeder, President
PO Box 1294
Tahoe City, CA 96145

Truckee Tahoe Airport District

Attention: Rick Stephens, President
10356 Truckee Airport Road
Truckee, CA 96161



September 10, 2024
Via Electronic Mail

Michelle McIntyre, Executive Officer
Placer LAFCO
110 Maple Street
Auburn, CA 95603

**PROPOSED WORK PROGRAM: PLACER COUNTY CEMETERY DISTRICTS
MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE UPDATE**

Dear Ms. McIntyre,

Per your request, RSG is pleased to present this proposal for consulting services to prepare a Municipal Service Review (“MSR”) and Sphere of Influence (“SOI”) Update for the Placer County Cemetery Districts on behalf of the Placer County Local Agency Formation Commission (“Placer LAFCO”). A list of the six cemetery districts included in the MSR and SOI update follows:

1. Auburn Cemetery District
2. Cemetery District 1
3. Colfax Cemetery District
4. Newcastle, Rocklin, and Gold Hill Cemetery District
5. Roseville Cemetery District
6. Tahoe Cemetery District

Scope of Services

Task 1: Project Initiation – Kickoff Meeting, Preliminary Research, GIS Map Preparation, Survey Instrument Creation and Stakeholder Outreach

Prior to the kickoff meeting, RSG will review the available previous MSR determinations and SOI recommendations. The Tahoe Cemetery District is the only District of the six that has had an MSR and SOI update approved by the Placer LAFCO Commission.

During the kickoff meeting, RSG and LAFCO staff will review previous MSR determinations and SOI recommendations, including consolidation options, for status updates and a progress report since the previous MSR. RSG and LAFCO staff will also review the boundaries and spheres of influence for each of the districts, along with any known out-of-area service agreements. This content would later be reviewed with the districts during the interview process.

Michelle McIntyre, Executive Officer
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RSG conducted a preliminary appraisal of previous MSR determinations and SOI recommendations for the Tahoe Cemetery District and identified the following discussion topics for the kickoff meeting:

- The District boundary and service area are not coterminous. There is not clear documentation available regarding the establishment of the District's SOI, so the most recent MSR for the District referred to the "service area" instead of referring to an actual SOI.
- There are a number of DUCs within the boundary of the Tahoe Cemetery District.
- The District was working on accruing funds in order to remodel its chapel.
- The District did not anticipate it would need to develop additional burial sections in the cemetery in the near future as of the writing of the last report.

Placer LAFCO has also prepared a Draft MSR for the Auburn Cemetery District. While this MSR was not adopted by the Commission, RSG reviewed the report for any significant findings that should be addressed during this study. RSG has identified the following discussion topics for the kickoff meeting:

- The Auburn Cemetery District boundary and SOI are not coterminous, and the boundary is larger than the SOI.
- At the time the draft report was published, the District had an application in front of LAFCO to annex part of its SOI.
- There is one DUC within the SOI of the District. District revenues had fallen at the time of the report.
- At the time the draft was written, the District had burial sites available for approximately the next 15 years.

RSG also reviewed the Placer County Grand Jury (2023-2024) report which determined the cemetery districts' financial standing and overall conditions of each district have been well maintained. However, the report concluded the cemeteries with the oldest family plots (Auburn, Colfax, Gold Hill, Ophir, Manzanita, and Union) have maintenance issues due to deteriorating gravestones, iron fencing, concrete boundaries, and concrete slabs. The report indicated that while these cemeteries are able to maintain upkeep and maintenance surrounding these plots, they have limited resources to repair and replace family plot items as listed previously. The

Michelle McIntyre, Executive Officer
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Grand Jury report also included the following findings, which RSG would plan to discuss with LAFCO and the districts:

- All Placer County Cemetery Districts are well managed financially with most annual budgeted expenditures falling below budgeted revenues.
- The two smallest cemeteries (Colfax and Tahoe) have very limited cash and endowment reserves.
- All districts have the adequate geographical capacity to accommodate residential growth within their district.

RSG will coordinate a kickoff meeting with LAFCO staff following contract commencement. The kickoff meeting is the opportunity to review and discuss the scope of work, define project objectives and outcomes, discuss the scope of the survey instrument, assign roles and responsibilities, define communication frequency and platform, exchange contact information for data collection (such as GIS data providers), and discuss the project schedule. Additional items for discussion during the kickoff meeting include the draft introductory letter and draft survey instrument.

RSG will request GIS files from LAFCO staff or the appropriate County department and compile GIS layers into a mapping tool that will be used during the interview stage to understand and discuss potential consolidation concepts, SOI amendments, boundary changes, and/or physical and geographic constraints to future consolidations and SOI amendments.

RSG will work with LAFCO staff to develop a survey instrument to distribute to the districts prior to the interview process. The survey serves as a tool to introduce the interview topics to the districts as well as a guide to create meaningful discussion and collaboration around shared services and consolidation, among other topics. The survey instrument would be accompanied by an introductory letter, signed by LAFCO staff, introducing the districts to the MSR process. LAFCO staff may also wish to distribute an introductory letter directly to the districts.

Task 2: Data Collection – Research, Survey Distribution, Interviews, Data Analysis, Preliminary Findings

Early in the process, RSG will gather GIS, demographic, fiscal, and economic data to better understand the districts' history and standing prior to the interview. RSG will use the County's GIS data with County auditor controller reports, assessment data, DOF demographic data, and other publicly available information to assist in our assessment of each district. Additionally, RSG will collect district budgets and annual reports, where available, to assess the district's financial standing. RSG will compile all data in a digital library, prepare a data profile for each district, and use summarized data to augment and individualize the survey instrument.

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RSG will review, interpret, and analyze relevant data sources to develop an understanding of the districts. If available, financial data will be reviewed for significant findings and discussed with agency staff during the interview process.

RSG will rely on LAFCO's disadvantaged unincorporated communities and island/pocket designations for mapping purposes. This proposal does not include any budget for identification of DUCs aside from the purposes required by Section 56430(a)(3).

To provide an efficient means for collecting information and district input in the MSR, RSG would prepare a survey instrument to be distributed electronically prior to a virtual interview session with each of the districts' management teams. The purpose is to understand needs, opportunities, and concerns regarding shared services or consolidation from the districts' perspectives. We will also cover prior MSR determinations and recommendations (where applicable), preliminary data collection, mapping, and analysis. Finally, RSG will gauge each of the districts' thoughts on the current sphere of influence for the district and any interest or impediments around annexation either within or outside the district's current SOI.

RSG would distribute the introductory letter along with the survey instrument to the districts and contact the districts directly to schedule Zoom interviews with management. The interviews are expected to take one hour and would likely conclude most of RSG's interaction with the districts until the MSR is distributed for public review. If the interview identifies items requiring more information, RSG will contact the affected district directly.

RSG understands one of LAFCO's goals for this MSR and SOI update is to determine whether having six separate cemetery districts creates, or impedes, efficient service delivery. With this in mind, RSG will explore various options for consolidation of the cemetery districts while conducting the interviews. To evaluate potential consolidation options, RSG will pay special attention to the financial strength of the districts as well as their current service delivery standards and performance.

Based on RSG's data collection and analysis, and the district interviews and responses to the survey instrument, RSG would compile preliminary findings. The preliminary findings, which generally follow the format of MSR determinations and SOI recommendations, would be distributed to LAFCO staff for review while the administrative draft MSR preparation is underway. RSG would look to LAFCO staff for comments and clarification on any outstanding items identified in the preliminary findings.

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September 10, 2024
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Task 3: Administrative Draft MSR – Draft MSR, Client Review, Revisions/Redline Response

Building on RSG’s data compilation and analysis, and the anecdotal information collected during the interview stage, RSG would develop a detailed agency profile for each cemetery district, which will represent the body of the MSR. The profile for each district would include, at a minimum, the following:

- Agency data summaries, including population, demographic, and land use summaries, as well as staffing and governance summaries;
- Summary and discussion of services provided, including any extraterritorial services;
- General financial information, including historical revenues and expenditures, reserve fund balances and policies, and pension and other post-employment benefit obligations;
- Discussion about the agency’s existing boundary, any recent changes, locations of disadvantaged unincorporated communities and islands/pockets, if any, and potential consolidation/reformation opportunities, and sphere of influence amendments;
- A discussion about recent and planned major capital improvements, including relevant findings identified in any engineering reports; and
- MSR determinations and SOI recommendations designed to meet the requisite legal requirements under CKH.

RSG will evaluate how the number of cemetery districts impacts service delivery to residents and customers. Where applicable, RSG will prepare recommendations for SOI updates in close collaboration with LAFCO and staff at each of the districts.

RSG would deliver the administrative draft MSR to the client electronically in both PDF and DOCX format shared via OneDrive to LAFCO staff for review and comment. Following LAFCO staff review, RSG would coordinate a virtual meeting to review and discuss LAFCO staff’s comments. RSG would revise the draft MSR by incorporating comments and corrections based on staff comments. The revised administrative draft MSR would then be known as the public review draft MSR.

Task 4: Public Review and Public Hearing Draft MSR – Revisions/Redline Response

RSG would distribute the public review draft MSR to each of the districts and any other stakeholders for review and comment. RSG will work with LAFCO staff to determine

Michelle McIntyre, Executive Officer
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an appropriate review period. RSG will review draft MSR comments and work with LAFCO staff, where appropriate, to obtain input in addressing the public review draft MSR comments.

The revised public review draft MSR, reflecting any changes received during the public review period, would then be known as the public hearing draft MSR. RSG anticipates the public hearing draft MSR will be posted for public review ahead of the Commission public hearing. RSG would work with LAFCO staff to review and address any comments received prior to the Commission public hearing.

RSG would coordinate with LAFCO staff to prepare a public hearing slide deck, to be provided to LAFCO staff prior to the Commission public hearing (PPT and PDF format shared via OneDrive). RSG and LAFCO staff would also work together to coordinate speaking roles and assignments during the public hearing.

Task 5: Final Draft MSR and Commission Meeting – Revisions/Redline Response

RSG will review and compile any comments and revisions received prior to, and during, the public hearing, and any final comments or corrections by LAFCO staff or the Commission. The revised public hearing draft MSR would then be known as the Final Draft MSR. RSG will provide an electronic PDF copy via OneDrive of the Final Draft MSR to LAFCO staff.

RSG would attend a second public hearing for final draft MSR approval, if necessary.

Billing Rates & Fee Schedule

RSG proposes a total budget not to exceed \$74,420 inclusive of the hours and expenses pursuant to our Billing Rates and Fee Schedule. The assignment would be billed on a time-and-materials basis in accordance with our billing rates and policies set forth below.

Our Billing Rates are as follows:

Principal	\$ 295
Director	\$ 275
Senior Associate	\$ 225
Associate	\$ 195
Senior Analyst	\$ 160
Analyst	\$ 145
Research Assistant	\$ 135
Technician	\$ 100
Clerical	\$ 60

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Placer LAFCO
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RSG does not charge clients for travel or mileage (except direct costs related to field work/surveys), parking, standard telephone/fax expenses, general postage, or incidental copies. However, we do charge for messenger services, overnight shipping/express mail costs and teleconferencing services. We also charge for copies of reports, documents, notices, and support material more than five (5) copies. We bill reimbursable costs at the actual expense plus a 10% surcharge.

RSG issues monthly invoices payable upon receipt, unless otherwise agreed upon in advance. Invoices identify tasks completed to date, hours expended and the hourly rate.

Please let me know if you have any questions or refinements to this proposal. We can commence work upon receipt of a contract.

Sincerely,
RSG, INC.

A handwritten signature in black ink, appearing to read "Jim Simon", with a long horizontal flourish extending to the right.

Jim Simon, Principal

PLACER COUNTY

LOCAL AGENCY FORMATION COMMISSION

COMMISSIONERS:

Cindy Gustafson
Chair
(County)

Josh Alpine
Vice Chair
(Special District)

Trinity Burruss
(City)

Dan Karleskint
(City)

Shanti Landon
(County)

Susan Rohan
(Public)

Vacant
(Special District)

Staff Report

DATE: October 9, 2024

TO: Chair Gustafson and members of the Commission

FROM: Michelle McIntyre

SUBJECT: LAFCO Project No. 2024-06: Service Review and Sphere of Influence Study of the Eastern Placer County Fire Protection and Emergency Medical Services Providers – Contract Award of Phase 1 Study

ALTERNATE COMMISSIONERS:

David Bass
(City)

Judy Friedman
(Special District)

Jim Holmes
(County)

Jenny Knisley
(City)

Cherri Spriggs
(Public)

SUMMARY

The Placer Local Agency Formation Commission (LAFCO) will consider authorizing the Executive Officer to contract with Emergency Services Consulting International (ESCI) to carry out the initial phase of a Service Review and Sphere of Influence (SOI) study for fire protection and emergency medical services in Eastern Placer County, as well as parts of El Dorado and Nevada Counties. The amount for the contract is estimated to be \$93,209.32 but shall not exceed \$104,000.

COUNSEL:

Michael Walker
General Counsel

BACKGROUND

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

At the LAFCO meeting on June 12, 2024, the Commission approved the Final Workplan and Budget for the fiscal year 2024-25. The work plan and associated budget included the service review and SOI study of the eastern Placer County fire agencies.

The Commission may recall that the Fire Chiefs of the Truckee Fire Protection District, Olympic Valley Fire Department, North Tahoe Fire Protection District, and Northstar Fire Department requested the Commission add a service review for their agencies to its work plan.

110 Maple Street Auburn, CA 95603
(530) 889-4097
<https://www.placer.ca.gov/lafco>

Item 33, a high priority item, is on the work plan, and this proposed contract is in response to their request.

This study includes the following agencies: Alpine Springs Water District, North Tahoe Fire Protection District, Northstar Community Services District (of which Northstar Fire Department is a part), Olympic Valley Public Service District (of which Olympic Valley Fire Department is a part), and Truckee Fire Protection District.¹ Placer LAFCO last adopted a service review for the subject districts in 2017, except for the recent North Tahoe Fire Protection District updates.

The Executive Officer coordinated via in-person meetings and correspondence with the Fire Chiefs and the General Managers of the subject agencies to develop a Request for Proposal (RFP). On August 15, 2024, LAFCO staff issued and widely circulated the RFP. We received three proposals for consideration.

DISCUSSION

On September 26, 2024, the Executive Officer met with the subject agencies' General Managers and Fire Chiefs to review the three proposals and the firms. While all the firms that submitted proposals met the requirements and had the experience and capability to conduct the study, the team unanimously chose ESCI as the preferred consultant. The scope of work in the proposal (Attachment A) requires more refinement; thus, the Executive Officer will work with the General Managers and Fire Chiefs to finalize the scope of work before signing a contract. However, it's important to note that the proposed scope of work aligns with the objectives of the RFP and Phase One of the study, which are as follows:

“The overall purpose of conducting this study is to:

1. **Evaluate Current Services:** Analyze the existing services provided by the involved agencies in Eastern Placer County, emphasizing fire protection and emergency medicine (or pre-hospital EMS) and assessing service levels and associated costs.
2. **Identify Efficiency Opportunities:** Explore opportunities to enhance service delivery efficiency and governance effectiveness across the agencies.

¹ The Meeks Bay Fire Protection District is also included in the study as the consolidation with the North Tahoe Fire Protection District is imminent. The Truckee Fire Protection District's principal LAFCO is Nevada LAFCO. Therefore, Placer LAFCO is not responsible for conducting its service reviews; however, portions of the Truckee Fire Protection District are located within Placer County.

3. **Examine Funding Options:** Investigate new funding mechanisms and financial strategies to sustain and improve the region's fire and emergency medical services.

Phase One

The primary objective of Phase One of the study is to evaluate and present findings for current service delivery infrastructures and capabilities, governance structures, policies, staffing, financial analysis (including operating budget, revenues, expenses, debt, and pension obligations), and organizational designs. Additionally, a five-year financial projection of the status quo (without changes) should be included, considering current and projected population and infrastructure growth and corresponding service demands/unfunded obligations within the study area.”

Therefore, staff recommends authorizing the Executive Officer to work with the subject agencies and the consultant to finalize the scope of work before signing the contract. The estimated contract amount, based on the present scope of work, is \$93,209.32; because the final scope of work may increase the cost, the Executive Officer seeks Commission authorization to approve a contract amount up to \$104,000.

STAFF RECOMMENDATION

Authorize the Executive Officer to finalize the scope of work, as provided to the Commission, and to enter into a contract with ESCI, to be approved as to legal form by LAFCO legal counsel, to conduct phase one of the municipal service review and a sphere of influence study of the Eastern Placer County fire agencies. The amount for the contract is estimated to be \$93,209.32 but shall not exceed \$104,000.

ATTACHMENT:

- A – ESCI Project Proposal for a Service Review and Sphere of Influence Study Eastern Placer County Fire Protection and Emergency Medical Services



PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

4795 Meadow Wood Lane Suite 110 Chantilly, Virginia 20151

 1-800-757-3724

 info@esci.us

 www.esci.us



SERVICE REVIEW AND SPHERE OF INFLUENCE STUDY

Eastern Placer County
Fire Protection and Emergency Medical Services

Auburn, California



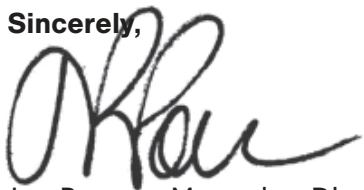
COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal for a Service Review and Sphere of Influence Study for Eastern Placer County. Under new leadership since 2022, ESCI is well-positioned to assist you with this critical project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Cultural Studies, Expansion Studies, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Master Plans, Staffing and Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

Established in 1976, ESCI specializes in high-quality, professional consulting services to public safety and emergency management organizations throughout the United States and Canada. Considered the nation's leader in public safety consulting, the ESCI team brings first-hand experience and subject matter experts in emergency planning, mitigation, response, and recovery, with active involvement in highly visible and responsible leadership positions. ESCI operates on the principles of honesty, integrity, and service. You can count on us to understand your issues, challenges, and responsibilities and to provide proven, community-driven solutions and best practices designed to meet your specific needs on time and within budget.

We thank you for the opportunity to present this proposal, and we look forward to working with you on this critical project. Should you have any questions, please do not hesitate to contact me at joe.powers@esci.us.

Sincerely,



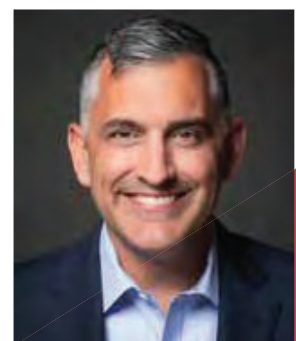
Joe Powers, Managing Director

Emergency Services Consulting International

esci.us | 503.570.7778 | Joe.Powers@esci.us



Since 2008, ESCI has been the consulting firm of the International Association of Fire Chiefs.



ESCI OVERVIEW



Since 1976, ESCI's strength has been its commitment to customer satisfaction, innovation, and quality services. We are a vision-driven organization that is growing and changing to meet the dynamic challenges and opportunities for public safety services worldwide. ESCI approaches its mission in a manner that results in scalable, sustainable, and defensible solutions for all types and sizes of public safety organizations.

Our formula is simple. We utilize the best and brightest consultants, professionals, strategic partners, and subject matter experts. These amazing men and women provide validated and proven analysis of current and future conditions, compare findings against industry best practices and community standards and provide innovative, sustainable, and customized solutions for the future.

We take the time to develop meaningful relationships with our clients and partners, provide recognition of the essential and vital work of public safety agencies, and demonstrate unwavering respect for the men and women providing public safety services worldwide.

ESCI is thinking differently about public safety consulting to help change the world, one community at a time. I encourage you to read through this prospectus and learn all we offer. We'd love to work with you and your community.



We accomplish this by providing the highest value of consulting services and educational programs.



The mission of ESCI is to provide expertise and guidance that enhances community safety.

Emergency Services Consulting International (ESCI)

Emergency Services Consulting International (ESCI) has a rich history of providing expert consulting services in fire protection and emergency medical services (EMS) across California and beyond. Our team comprises seasoned professionals with extensive experience and credentials in the field, ensuring that we meet and exceed the highest standards of service delivery.

Fire Protection and EMS Provision in California:

ESCI has a deep understanding of the unique challenges and requirements of fire protection and EMS in California. Our team has successfully implemented numerous projects across the state, demonstrating our capability to deliver high-quality services tailored to local needs.

National Standards Compliance:

Our professionals are well-versed in national fire and EMS standards, including NFPA 1710, NFPA 1720, and the Center for Public Safety Excellence 6th Edition Community Risk Assessment: Standards of Cover. We ensure that all our projects adhere to these rigorous standards, promoting safety and efficiency.

Emergency Medical Dispatch (EMD):

ESCI has significant experience in the EMD manner of dispatching, ensuring that emergency responses are timely and effective. Our expertise in this area enhances the overall efficiency and reliability of emergency services.

Understanding of LRA, SRA, and FRA:

We possess a comprehensive understanding of the relationships between local response areas (LRA), state response areas (SRA), and federal response areas (FRA). This knowledge is crucial for regions with all three designations, allowing us to navigate and manage these complexities effectively.

California Local Government Laws:

Our team is proficient in the laws governing California local government agencies. This expertise ensures compliance and facilitates smooth project execution within the legal framework.

CKH Act and LAFCO Processes:

ESCI has extensive experience with the CKH Act, the role and functions of LAFCO, and the service review and SOI process. We have successfully managed reorganizations, including consolidations, annexations, detachments, dissolutions, and the activation and divestment of latent powers.

Local Government Services and Financing:

We understand the intricacies of how local government services and fire service providers are financed and delivered. Our team is adept at navigating the financial challenges associated with the Educational Revenue Augmentation Fund (ERAF).

Collaboration with Local Agencies:

ESCI has a proven track record of working with local government agencies, counties, cities, fire departments, special districts, and LAFCO. Our collaborative approach ensures that all stakeholders are engaged and that projects are completed successfully.

Governmental Organization Analysis:

Our expertise includes comprehensive governmental organization analysis, performance measurement, and evaluation. We provide actionable insights that drive improvements in service delivery.

Information Presentation:

We excel in analyzing and presenting information in an organized and concise format, making complex data accessible and understandable for all stakeholders.

Budget and Planning Document Interpretation:

Our team is skilled in interpreting varied budget and planning documents, ensuring accurate and effective financial management.

Budget Projections:

ESCI has the capability to conduct precise budget projections, aiding in strategic planning and resource allocation.

Stakeholder Engagement:

We facilitate and synthesize input from stakeholders, ensuring that all voices are heard and considered in the decision-making process.

Public Input Processes:

Our familiarity with public input processes and experience in presenting and disseminating public information ensures transparency and community involvement.

Multi-Agency Partnerships:

ESCI fosters multi-agency partnerships and cooperative problem-solving, promoting collaboration and shared success.

Flexible and Creative Solutions:

We pride ourselves on providing flexible and creative solutions for service and policy issues, adapting to the unique needs of each project.



JOE POWERS

MPA, CFO, EFO
ESCI Managing Director

📍 **Richmond, Virginia**

EDUCATION

Master's Degree | Public Administration
Arkansas State University

Bachelor's Degree | Health Sciences
James Madison University

Executive Fire Officer
National Fire Academy

PROFESSIONAL EXPERIENCE

- | Past Deputy Fire Chief
- | Community Risk Reduction Board Member
- | IAFC Fire & Life Safety Section Advisory Council
- | Vision 20/20 Project Advisory Council
- | American Assoc. of Insurance City Fire Official
- | Fire Marshal Public Information Officer
- | Fire Accreditation Peer Assessor
- | Fire Credentialing Peer Reviewer

INTRODUCTION

Joe Powers is a 29-year fire service veteran with a master's in public administration and a bachelor's in health sciences. Both locally and internationally, Joe works with fire departments to improve operational response, reduce organizational workload, and tie data to strategic decision-making. He worked for 20 years in Henrico County (VA) as a shift commander, strategic planner, accreditation manager, and innovator. Mr. Powers became the first Deputy Chief of Community Risk Reduction at the Charlottesville (VA) Fire Department, a position he built from the ground up. In Charlottesville, Joe believed the industry's value was in response and building more resilient communities through risk assessment, partnerships, and matching resources to needs. By tying social service, community health, and mental health resources together, Powers and his teams matched resources to the community to decrease the workload in emergency response.

Today, Joe is the Managing Director for the International Association of Fire Chief's Emergency Services Consulting International consulting firm. Since early 2022, Joe and the ESCI team have been thinking differently to change the world one community at a time.

Additionally, Mr. Powers worked closely with the Center for Public Safety Excellence, the International Association of Fire Chiefs as a board member for the Fire & Life Safety Section, the Vision 20/20 Project as a steering committee member, and frequently speaks at conferences on topics like community risk reduction, strategic planning, and fire service data. Joe lives outside of Richmond, Virginia, with his wife and two boys.



Emergency Services Consulting International
Helping Change the World, One Community at a Time



CHRISTOPHER TRUTY

Senior Project Manager

📍 Geneva, Illinois

EDUCATION

Master's Degree | Emergency Preparedness
and Executive Fire Service Leadership
Grand Canyon University

Bachelor's Degree | Fire Science
Management
Southern Illinois University

PROFESSIONAL EXPERIENCE

SENIOR PROJECT MANAGER (3 yrs)
Emergency Services Consulting
International

FIRE CHIEF (7 ½ yrs)
Tri-Lakes Monument Fire Protection District
(now Monument FPD) Monument,
Colorado

GENERAL FIRE SERVICE (40+ yrs)
Mount Prospect, IL
Carol Stream, IL
Villa Park, IL

- Colorado State Fire Chiefs Association
- Pikes Peak Fire Chiefs Council
- Developer Pikes Peak Mutual Aid Response System

INTRODUCTION

Chris Truty brings over 40 years of fire service experience to the Emergency Services Consulting International team providing a variety of expertise for public safety departments throughout the United States. Mr. Truty holds a Master's Degree in Emergency Preparedness and Executive Fire Service Leadership. His leadership expertise includes organizational long-range planning and assessments, culture assessments, cooperative services feasibility studies, community risk assessments, and civic leadership coaching.

In his role as Senior Project Manager at ESCI, his responsibilities include project management and product development for organizational master planning, cooperative services feasibility studies, culture assessments, community risk assessments, standards-of-cover, strategic plans, and others.

Mr. Truty oversees a variety of independent project contractors with subject-matter-expertise and a breadth of fire service experiences from across the country. Mr. Truty sees the experience value of collaborating with people who are or have walked the same road as many of his clients.

Mr. Truty has written articles for both Fire Chief and Firehouse program including a technology-oriented article for the fire service in the mid-1990s just as technology was getting a foothold into the fire service.

Mr. Truty is also in the process of developing a civil executive leadership program targeting civic leaders who want to develop exceptional leadership abilities by growing the core of who they are.



Emergency Services Consulting International
Helping Change the World, One Community at a Time



Katie Yeloushan

Sr GIS Project Manager

📍 Tampa, FL

EDUCATION

Bachelor's degree, Criminal Justice with a concentration of Crime Data Analytics, University of North Carolina at Charlotte

PROFESSIONAL EXPERIENCE

GIS and IT Emergency Management Planner for Charlotte-Mecklenburg Emergency Management Office, Solution Engineer for State and Local Government with Esri

INTRODUCTION

Katie Yeloushan currently serves as the Sr GIS Project Manager for Emergency Services Consulting (ESCI). She is a skilled GIS (Geographic Information Systems) professional with a strong focus on public safety. With 4 years of experience in the field, she has established herself as a trusted expert in leveraging GIS technology to support real-time data-driven decisions in the critical realm of emergency services. She has a proven track record of extracting actionable insights from geospatial data, helping emergency services make informed decisions. Her analytical skills have been instrumental in identifying trends, vulnerabilities, and potential areas for improvement. Katie has a deep passion for enhancing the safety and resilience of communities and enjoys translating complex geospatial information into actionable intelligence. Katie is honored to continue her work at the intersection of GIS and public safety, contributing her expertise to the critical mission of safeguarding communities.



Emergency Services Consulting International
Helping Change the World, One Community at a Time



RICHARD CURTIS

B.S., EFO

Associate Consultant

📍 **Anacortes, Washington**

EDUCATION

Bachelor's Degree
Fire Service Administration
Eastern Oregon University, Oregon

Executive Fire Officer
National Fire Academy

PROFESSIONAL EXPERIENCE

Fire Chief | Anacortes, Washington
22-Years – Retired 2018

Interim Fire Chief
City of Astoria Fire Department, Oregon

Interim Fire Chief
South Pierce Fire & Rescue, Washington

Curtis Emergency Services
Anacortes, Washington

Bonney Lake Fire Department
Battalion of EMS & Fire Prevention

INTRODUCTION

Richard Curtis began his fire career volunteering with the Hoodland Fire District near Mount Hood, Oregon. After graduating high school, Richard joined the department full-time, working for 12 years and advancing his career as a paramedic and company officer. Richard was hired by the City of Bonney Lake in Washington State and served five years as a Battalion Chief responsible for managing EMS and Fire Prevention services. Richard then accepted the position of Fire Chief for the City of Anacortes, where he served for 22 years. The department provided paramedic/transport services, which provided a unique insight into EMS delivery services. In 2018, he retired from the fire service and started his business as an emergency management consultant and interim Fire Chief for fire departments in transition.

Since retirement, Richard has been honored to serve as interim Fire Chief for the City of Astoria, Oregon, and South Pierce Fire & Rescue, near Tacoma, Washington. These opportunities gave Richard a unique perspective and experience integrating within diverse organizational cultures, learning from the people and their processes, and providing recommendations and opportunities for improvement. After Richard completed his interim Fire Chief role with South Pierce Fire & Rescue, he was asked by the district to lead impact and contract bargaining on behalf of management for a senior officer reorganizational effort. Richard joined the ESCI team as an associate consultant in October 2021. Richard provides a robust skill set and experience with combination fire departments within Cities and Fire Districts. He is experienced with Master planning, Community Risk Assessments, Strategic Planning, Public Safety Review, and Cooperative Services Study.



Emergency Services Consulting International
Helping Change the World, One Community at a Time



RODNEY MASCHO

Associate Consultant & Data Analytics

📍 Ocala, Florida

EDUCATION

Bachelor Degree | Bachelor of Science University of Florida

Associate's Degree | Science & EMS College of Central Florida

PROFESSIONAL EXPERIENCE

Deputy Fire Chief | Marion County Fire

EMS Adjunct Instructor, College of Central Florida

Fire Service Instructor III

Fire Safety Inspector

American Heart Association Instructor

INTRODUCTION

Rodney Mascho has served in the fire service for over 30 years. He currently serves as a Deputy Chief with Marion County Fire Rescue in Ocala, Florida. Thus far in his career, Rodney has held the positions of Deputy Chief, Division Chief, District Captain, Training Officer, Lieutenant, Firefighter/EMT, and Paramedic.

Chief Mascho's work experience and responsibilities have included fire department administration, community relations, human resources, financial management, strategic planning, emergency medical service, fire suppression, accelerant detection K-9 handler, and training in many areas of fire and emergency medical services. In his current position, he manages all administrative aspects of EMS transport and non-transport service and is the key data analyst for the department. Rodney's deep understanding of the EMS aspects of the fire service, along with his extensive chief officer experience, provides a broad background to ESCI projects.



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THE ESCI ADVANTAGE

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The ESCI Advantage includes:

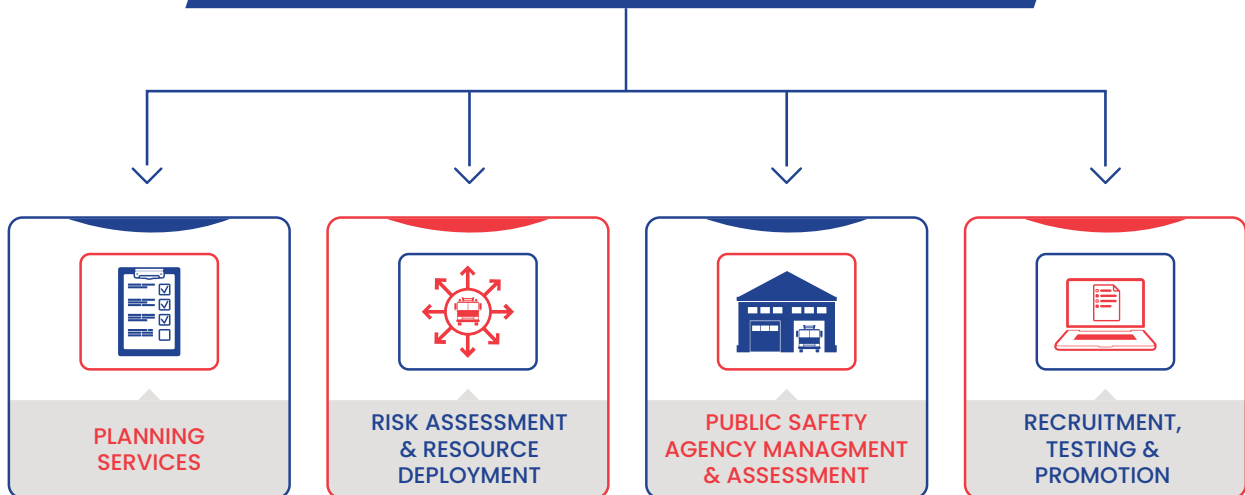
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state governments.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your



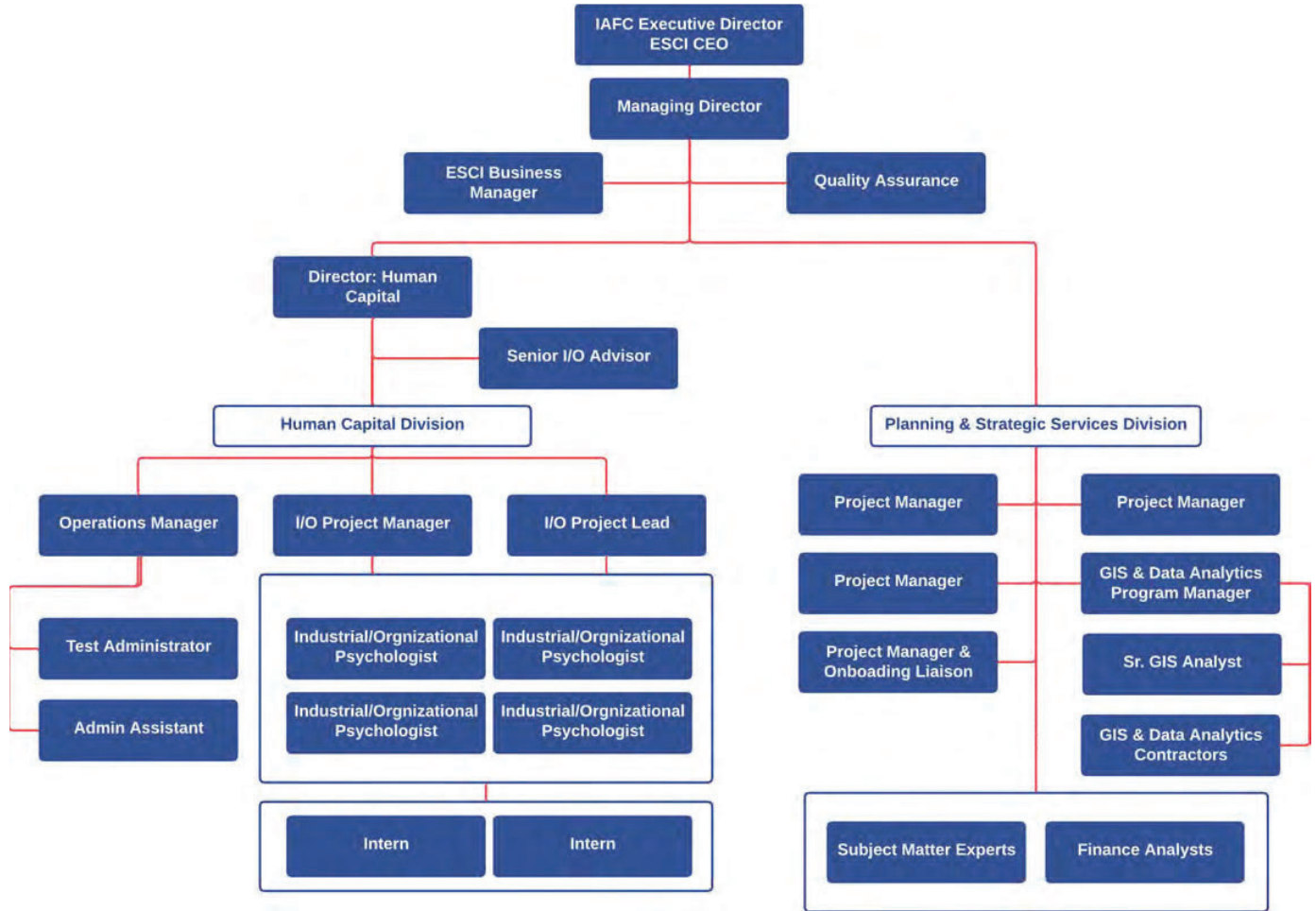
ESCI AT A GLANCE

As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources to assist with fire, EMS, law enforcement and homeland security agencies to plan and adapt to future needs.

COMMUNITY SAFETY



ESCI ORGANIZATIONAL CHART



FIRE & EMS SERVICE REVIEW

PLACER COUNTY LAFCO

PROJECT UNDERSTANDING

The Placer County Local Agency Formation Commission (LAFCO) has initiated a comprehensive service review study to evaluate fire protection and emergency medical services within Eastern Placer County and a portion of Nevada County. This study will focus on the services provided by five local agencies to six independent special districts:

- Alpine Springs County Water District
- North Tahoe Fire Protection District
(which also serves the Alpine Springs County Water District)
- Meeks Bay Fire Protection District¹
- Northstar Community Services District
- Olympic Valley Public Service District
- Truckee Fire Protection District.

The primary objective of this study is to conduct a thorough analysis of the current fire protection and emergency medical services offered by these agencies. This includes evaluating the service levels, associated costs, and overall effectiveness of the services provided. By examining these factors, the study aims to identify strengths, weaknesses, and opportunities for improvement in the delivery of these critical services.

¹ For analysis purposes, certain sections of the report may combine the North Tahoe and Meeks Bay Fire Protection Districts' services using the terms of their existing contract as a guideline. When this occurs, it will be noted.

Placer LAFCO seeks to ensure that the resulting documents are comprehensive, well-referenced, and concisely written. This approach will provide a robust foundation for future discussions and decision-making regarding fire and emergency medical service delivery in the region. The study's findings will be instrumental in guiding policy and operational decisions to enhance the safety and well-being of the communities within the study area.

SCOPE OF WORK

Phase I – Project Preparation & Onboarding

Task 1–A: Scope Refinement & Project Definition

ESCI will work closely with Placer Co LAFCO and other key stakeholders to refine the details of the initial scope work and solidify the intended outcomes and project deliverables. Once the details are documented and all parties agree to the project’s direction, ESCI will move forward with the project initiation, onboarding, and data collection.

Task 1–B: Project Initiation

ESCI will begin the project by formulating a comprehensive data collection plan tailored to the project's scope and objectives. This process will include collaborative discussions with the project teams to communicate the specific data collection requirements for the project. The data collection plan will outline the following key components:

- Identification of primary data to be collected, directly aligned with the project needs.
- Assignment of responsibilities, specifying key personnel for each data collection task.
- Scheduling regular follow-up meetings to ensure progress and address any issues.
- Client verification and approval of information and data gathered.

This structured approach ensures efficient data collection and establishes a clear framework for the project's ongoing monitoring and success.

Task 1–C: Acquisition & Review of Background Information

ESCI will work closely with the agencies involved in this project to gather all necessary information and data for the comprehensive analysis and development of the project report. The agencies include:

- Alpine Springs County Water District
- North Tahoe Fire Protection District
(which also serves the Alpine Springs County Water District)
- Meeks Bay Fire Protection District²
- Northstar Community Services District
- Olympic Valley Public Service District
- Truckee Fire Protection District.

The accuracy and completeness of the data are essential for conducting a thorough assessment. The agency project manager will be responsible for verifying the accuracy of GIS and incident data. The requested documents and information may include, but are not limited to, the following:

- Previous or ongoing department studies or research
- Internal planning documents
- District staffing levels and organizational structure
- Incident response data
- GIS data, including zoning maps and response boundaries
- Financial data, debt information, long–term financial plans, projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery protocols
- Inventories of facilities and apparatus
- Automatic and mutual aid agreements

² For analysis purposes, certain sections of the report may combine the North Tahoe and Meeks Bay Fire Protection Districts' services using the terms of their existing contract as a guideline. When this occurs, it will be noted.

This coordinated approach ensures the data collected will support a well-rounded and accurate project evaluation.

Phase II – Review of Background Information & Scheduling

Task 2–A: Review Data & Information

The project team, led by ESCI’s full-time project manager, Chris Truty, will review the uploaded data and information to understand each agency’s operations and practices. The project manager will coordinate with the participating Districts to provide any further data or information necessary for the project’s specific needs.

Task 2–B: Scheduling

The project manager will coordinate with the client on potential site visit dates, stakeholder input, and other related activities. Additionally, the project manager may establish a communication rhythm.

Phase III – Site Visit & Stakeholder Input

The ESCI project team will conduct an on-site visit to gain first-hand experience of the project requirements. They will also conduct in-person (and remote interviews as necessary) with key stakeholders to gather information. Key stakeholders will be determined by both the ESCI and organizational project teams and may include both internal and external stakeholders.

Task 3–A: Site Visit

Members of the ESCI project team will visit individual organizations over two days on-site to gain direct insights and a comprehensive understanding of the project requirements.

The organizations to visit include:

- Alpine Springs County Water District
- North Tahoe Fire Protection District
(which also serves the Alpine Springs County Water District)
- Meeks Bay Fire Protection District
- Northstar Community Services District
- Olympic Valley Public Service District
- Truckee Fire Protection District.

Task 3–B: Stakeholders Interviews

ESCI team members will conduct conversations with identified stakeholders to collect perspectives on project requirements and conclusions. Before the site visit, the project manager will work closely with the six organizations to identify the most appropriate individuals and groups to interview.

Phase IV – Current Service Evaluation & Analysis

For each of the following organizations, ESCI will conduct an independent evaluation and analysis of the tasks listed in this phase. The organizations include:

- Alpine Springs County Water District
- North Tahoe Fire Protection District
(which also serves the Alpine Springs County Water District)
- Meeks Bay Fire Protection District
- Northstar Community Services District
- Olympic Valley Public Service District
- Truckee Fire Protection District.

Task 4–A: Community Overview

ESCI will develop an overview of the service areas by describing their populations and demographics, a general description of each of the communities, and unique challenges for emergency service delivery.

Task 4–B: Governing Body

ESCI will describe each agency’s governing body (or bodies), including governance types and the authority structure.

Task 4–C: Organizational Overview

ESCI will review each agency’s service response boundaries, detailing the specific services provided alongside a description of any adopted system performance standards. This task will include the following:

- Description of the current services delivered
- Distribution of personnel within and across all divisions and functions
- District policies

Task 4–D: Financial Analysis

ESCI will conduct a financial analysis covering operating budgets, revenues, expenses, debt obligations (including pensions), and funding sources.

Next, ESCI will create a five–year financial and operational forecast under the status quo scenario (each organization maintaining its current identity), factoring in predicted population growth, infrastructure expansion, and changes in service demand for each agency.

Task 4–E: Physical Resources

For each agency, ESCI will review the status of current major capital assets (facilities, apparatus, and equipment) and analyze existing conditions including:

- **Facilities:** As appropriate, either review staff assessments or visit existing facilities to evaluate:
 - Station efficiency
 - Functionality
- **Apparatus/Vehicles:** Review the inventory of apparatus and equipment. Items to be reviewed include staff assessments of:
 - Age, condition, and serviceability
 - Distribution and deployment

Task 4–F: Performance Analytics

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

Service Demand Study

- Analysis and geographic display of current service demand by incident type and temporal variation

Resource Distribution Study

- Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies

Resource Concentration Study

- Analysis of effective response force (ERF)

Response Reliability Review

- Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
- Review of actual or estimated performance of individual companies (to the extent data is available)
- Analysis of call concurrency

Response Performance Summary

- Analysis of actual system performance, analyzed by individual companies (to the extent data is available).

Interactive Data Analytics Web Application:

ESCI will grant the client access to a web application based on the Esri ArcGIS Online platform. This application will include several of the components mentioned in this task. The agencies will have access to the application for one year following its initial deployment.

Phase V – Development, Review, & Delivery of Report

Task 5–A: Develop & Review Draft Report

The draft review process is a collaborative effort between the client and ESCI to refine the report to ensure it meets all project objectives. During this phase, ESCI will develop and produce an electronic version of the draft written report for review by the organization's team and other client representatives as appropriate. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report before finalization. ESCI and the client will engage in a review process, incorporating thorough revisions and changes to enhance the report's clarity, accuracy, and comprehensiveness. This process ensures that the final document is aligned and actionable with the project's goals and the client's expectations.

Task 5–B: Delivery & Presentation of Final Report

Once the draft report has been thoroughly reviewed and all client feedback has been incorporated, ESCI will finalize and proofread it and produce a final version in PDF format.

The ESCI team will conduct a second site visit to present its findings. This presentation will provide an overview of the essential findings and recommendations and allow for any final discussions or clarifications.

Project Deliverables:

1. Fire & EMS Service Review Report in PDF Format
2. In–Person (or Virtual) Project Presentations
3. Optional Add–on: Web Application to Explore Data & Findings

Project Completion Timelines

ESCI provides this project timeline, which may change based on agreements between the client and ESCI. The timeline starts only after Phase I is complete and all required data is provided. Client–initiated scheduling delays or errors in provided data may extend the timeline.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5–7	Month 8
Phase I	<i>Phase I is completed before the timeline begins.</i>					
Phase II						
Phase III						
Phase IV						
Phase V						
Phase VI						

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Agency Evaluation outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I	\$7,702.70	\$0.00	\$7,702.70
Phase II	\$2,135.14	\$0.00	\$2,135.14
Phase III	\$19,654.05	\$6,337.50	\$25,991.55
Phase IV	\$42,000.00	\$0.00	\$42,000.00
Phase V	\$10,732.43	\$4,647.50	\$15,379.93
Total Cost (Not to exceed):			\$93,209.32

Pricing is valid for six months from the proposal submission date.

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME\$260/hr.
 Project Manager, Senior Consultant.....\$230/hr.
 Consultant\$200/hr.
 Data Analyst\$150/hr.
 Admin Support.....\$90/hr.



REFERENCE PROJECTS

Laguna Beach Fire Department | CRA/SOC
Crissy Teichmann | Deputy Chief - Operations
Laguna Beach Fire Department
Phone: 949-497-0354
cteichmann@lagunabeachcity.net
30516 S. Coast Hwy. – Laguna Beach, CA 92651

Oceanside (CA) FD | CRA/SOC/SP
Jessamyn Specht
Deputy Fire Chief
JSpecht@oceansideca.org
Office-(760)-435-4090
Cell- (760)-978-1880

San Bernardino Co (CA) FPD | Strategic Plan
Adam Panos
Deputy Fire Marshal, Planning
San Bernardino County Fire Protection District
(909) 387-6067 office
(909) 556-0790 mobile

PLACER COUNTY
LOCAL AGENCY FORMATION COMMISSION

COMMISSIONERS:

Cindy Gustafson
Chair
(County)

Josh Alpine
Vice Chair
(Special District)

Trinity Burruss
(City)

Dan Karleskint
(City)

Shanti Landon
(County)

Susan Rohan
(Public)

Vacant
(Special District)

**ALTERNATE
COMMISSIONERS:**

David Bass
(City)

Judy Friedman
(Special District)

Jim Holmes
(County)

Jenny Knisley
(City)

Cherri Spriggs
(Public)

COUNSEL:

Michael Walker
General Counsel

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

Staff Report

DATE: October 9, 2024
TO: Chair Gustafson and members of the Commission
FROM: Michelle McIntyre
SUBJECT: Placer LAFCO Strategic Plan

SUMMARY

In the fall of 2023, the Commission directed the Executive Officer to undertake a strategic plan. On April 10, 2024, the Commission enlisted the services of Strategy Driver, Inc. to facilitate the strategic planning process. Throughout the summer, the Commission conducted public special meetings on April 29, June 4, and July 16.

During today's meeting, Strategy Driver will present the proposed final Strategic Plan to the Commission. Printed copies of the Strategic Plan will be provided to the Commission and the public during the meeting. The Commission will consider adopting the proposed Strategic Plan.

STAFF RECOMMENDATION

The Executive Officer recommends that the Commission adopt the final Strategic Plan for Placer LAFCO or adopt it with any desired modifications.

PLACER COUNTY

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(City)

Cherri Spriggs
(Public)

COUNSEL:

Michael Walker
General Counsel

STAFF:

Michelle McIntyre
Executive Officer

Amy Engle
Commission Clerk

Staff Report

DATE: October 9, 2024
TO: Chair Gustafson and members of the Commission
FROM: Michelle McIntyre
SUBJECT: **LAFCO Project No. 2022-01: The Reorganization of Meeks Bay and North Tahoe Fire Protection Districts Protest Hearing Outcome**

Executive Summary

On September 26, 2024, the Executive Officer, acting as the Hearing Officer, conducted a protest hearing for the above-subject proposal at the North Tahoe Events Center. The Executive Officer received no protest ballots from registered voters or landowners.

The proposed action before the Commission is to adopt proposed Resolution No. 24-09 (Attachment A) confirming the results of the protest proceedings for and ordering the reorganization of the Meeks Bay and North Tahoe Fire Protection Districts as approved by the Commission in LAFCO Project No. 2022-01, Reorganization of the Meeks Bay Fire Protection District and North Tahoe Fire Protection District.

Background

The subject fire protection districts initiated the project by submitting an application to the Placer County Local Agency Formation Commission (LAFCO) for reorganization, with the following concurrent actions: dissolve the Meeks Bay Fire Protection District and annex the former Meeks Bay territory to the North Tahoe Fire Protection District. The North Tahoe Fire Protection District becomes the successor agency.

Summary of LAFCO Action Approving the Proposal

On August 21, 2024, the Commission conditionally approved the proposal, subject to a protest hearing. As part of the Commission's approval of LAFCO Resolution No. 24-09, the Commission delegated to its Executive Officer the performance of all protest hearing requirements under California Government Code section 57000 *et seq.*

Protest Hearing

Notice of the subject protest hearing was published in the Sierra Sun on August 30, 2024. On the same date, notices and protest forms were posted on the Commission's website. Furthermore, notices were posted on the bulletin boards at the Placer County Board of Supervisors hearing room, where LAFCO usually holds its meetings, and the North Tahoe Events Center, where the Executive Officer held the protest hearing.

At the protest hearing, held virtually and in person, the Executive Officer briefly summarized the proposal and the Commission's actions, opened and closed the public comment period, announced that LAFCO had not yet received any protest ballots, and invited public members to submit protest ballots. No members of the public spoke or submitted ballots.

Based on the outcome of the Protest Hearing, the value of the protests filed (\$0) allows the Executive Officer to recommend the Commission adopt a resolution ordering the consolidation/reorganization.

Staff Recommendation

The Executive Officer recommends that the Commission adopt Resolution No. 24-09 to confirm the results of the protest proceedings and order the reorganization of the Meeks Bay and North Tahoe Fire Protection Districts as approved by the Commission in LAFCO Project No. 2022-01, The Reorganization of the Meeks Bay Fire Protection District and the North Tahoe Fire Protection District.

Attachment:

- A. LAFCO Resolution No. 24-09 Confirming the Results of the Protest Proceedings for and Ordering the Reorganization of the Meeks Bay and North Tahoe Fire Protection Districts

RESOLUTION NO. 24-09

RESOLUTION OF THE LOCAL AGENCY FORMATION COMMISSION
OF PLACER COUNTY

CONFIRMING THE RESULTS OF THE PROTEST PROCEEDINGS FOR
AND ORDERING

“THE REORGANIZATION OF MEEKS BAY AND NORTH TAHOE
FIRE PROTECTION DISTRICTS”

DISSOLUTION OF MEEKS BAY FIRE PROTECTION DISTRICT AND
CONCURRENT
ANNEXATION TO NORTH TAHOE FIRE PROTECTION DISTRICT

(LAFCO Project No. 2022-01)

WHEREAS, on August 21, 2024, the Local Agency Formation Commission of Placer County (LAFCO or Commission), pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, commencing at section 56000 of the Government Code (GC), adopted Resolution No. 24-08 making determinations and conditionally approving The Reorganization of the Meeks Bay and North Tahoe Fire Protection Districts.

WHEREAS, the reorganization was approved subject to the following terms and conditions:

1. Service Continuation: North Tahoe Fire Protection District (NTFPD) will provide fire protection, rescue, emergency medical, hazardous material emergency response, ambulance, and other services within the affected territory, maintaining the current level of service provided by both districts.
2. Station 67: Station 67 or a station meeting coverage standards will remain staffed and operated at the current level of service for the Meeks Bay area.
3. Ambulance Services: NTFPD will continue providing ambulance services under the existing contract with El Dorado County, remaining the exclusive provider in the affected territory.
4. Tax Equalization: Meeks Bay Fire Protection District (MBFPD) special taxes and assessments will equalize with NTFPD's tax rates, except for the ambulance tax. NTFPD will maintain cost recovery fees.
5. One-time Payment: El Dorado County will provide a one-time lump sum payment to NTFPD to compensate for tourism-related calls not reimbursed to MBFPD during previous fiscal years.

6. Property Tax Increment Distribution: Annual property tax increment distribution will be increased in certain tax rate areas (TRAs) within the MBFPD service area to match the average of all TRAs in the NTFPD service area.
7. Asset Transfer: All assets and liabilities of both districts will transfer to NTFPD upon the effective date of the merger.
8. Board Composition: The board composition of the newly reorganized NTFPD will be a five-member board until otherwise determined by the NTFPD Board.
9. Agenda Posting: For a period of one year, the agendas of future board meetings for the newly consolidated NTFPD will be posted at designated locations of the prior NTFPD and MBFPD

WHEREAS, the Commission delegated to its Executive Officer the performance of all conducting authority proceeding requirements under GC section 57000 for purposes of the subject reorganization;

WHEREAS, the Executive Officer held the protest hearing on September 26, 2024, and notice of said meeting was given in the manner required by law; and

WHEREAS, the Commission received no registered voter protest ballots or landowner protest ballots;

NOW, THEREFORE, BE IT HEREBY RESOLVED, DETERMINED, AND ORDERED as follows:

1. The Commission determines that the value of the written protests against LAFCO Project No. 2022-01, The Reorganization of the Meeks Bay and North Tahoe Fire Protection Districts, which were filed and not withdrawn, did not meet the 25 percent or greater threshold to hold a special election as required by law.
2. The Commission orders the reorganization of the Meeks Bay and North Tahoe Fire Protection Districts as approved by the Commission in LAFCO Project No. 2022-01, The Reorganization of Meeks Bay and North Tahoe Fire Protection Districts.

The foregoing resolution was duly passed and adopted by the Local Agency Formation Commission of Placer County at a regular meeting held on the 9th day of October 2024 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Cindy Gustafson, Chair
Local Agency Formation Commission
County of Placer, State of California

ATTEST:

Amy Engle, Commission Clerk