

MADERA COUNTY LOCAL AGENCY FORMATION COMMISSION
**REQUEST FOR PROPOSAL -
MUNICIPAL SERVICE REVIEW
FOR THE GREATER RIO MESA AREA**

MAY 12, 2023



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MADERA LAFCO
ATTN: DAVE BRAUN, EXECUTIVE OFFICER
200 WEST 4TH STREET
MADERA, CA 93637



1234 O STREET, FRESNO, CA , 93721
P. (559) 449-4500 | F. (559) 449-4515

Dear Mr. Braun:

On behalf of Precision Civil Engineering, Inc. (PCE), I am pleased to submit this proposal to prepare a Municipal Service Review (MSR) and Sphere of Influence (SOI) Study for the Greater Rio Mesa Area located in southeast of Madera County.

PCE is a California corporation and a state-certified small business located in downtown Fresno, CA. PCE offers a full range of development consulting services, including Civil Engineering, Land Surveying, Landscape Architecture, Construction Management, and Environmental and Land Use Planning. The PCE project team has extensive experience in providing planning, engineering and related services for public agencies throughout the Central Valley. Our team brings:

Recent Similar Project Experience | PCE's Project Team has recently prepared four (4) MSR and SOI Studies for Madera LAFCo, including for the Madera Cemetery District, Chowchilla Cemetery District, Madera County Mosquito and Vector Control District, and the Chowchilla Memorial Health Care District.

Management and Coordination | PCE's key to successful project management is responding to clients' requests and smooth communication to ensure that projects are prioritized and delivered as needed. PCE provides turn-key services in-house, which ensures integrated project collaboration, improved responsiveness, closer budget monitoring and unparalleled efficiency. The final result is that your project will be completed on time and within budget.

Strong Project Team | PCE's Project Team is composed of individuals who bring experience on similar projects throughout California. PCE's Vice President of Planning and Senior Project Manager, Bonique Emerson, MAUP, AICP will serve as the Project Manager and lead contact for communications. Our assembled team for this project consists of our Planning Division, including Lisette Cendejas, Project Engineer and Shin Tu, MUP, AICP Candidate, Associate Planner. Our team has the availability and time to dedicate the personnel and resources necessary to provide the current planning and environmental planning services as identified in our RFP.

On behalf of the PCE team, I would like to thank you for considering our firm to provide these services. We greatly look forward to the opportunity to work together.

Edward D. Dunkel, Jr.
President & CEO, Precision Civil Engineering

Project Manager (Main Contact):

Bonique Emerson, MAUP, AICP
VP of Planning Division (Project Manager)
bemerson@precisioneng.net



EXPERIENCE AND QUALIFICATIONS

PRECISION CIVIL ENGINEERING, INC.

Precision Civil Engineering, Inc. (PCE) is an established, full-service firm with 20 years of experience providing comprehensive and sustainable solutions for a wide range of complex projects and issues throughout California. Our roots are firmly established by fifth-generation California resident and company CEO & President, Ed Dunkel, Jr. whose family has provided engineering services throughout the state for more than 57 years. Today, our firm employs over 50 full-time staff members with offices in Fresno and Merced. Our divisions include:

Civil
Engineering



Land
Surveying



Construction
Management



Project
Management



Landscape
Architecture



Planning



Environmental
Services



Traffic
Engineering

ABOUT PCE



Firm Representative

Edward Dunkel, Jr. CEO & President
p. (559) 449-4500 f. (559) 449-4515
e. edunkel@precisioneng.net



Firm Legal Identity

PCE is a California corporation and a state-certified small business located in Fresno, CA that has been in business for 20 years.



Office Location

1234 O Street, Fresno, CA 93721
2807A G Street, Merced, CA
95340



Website

www.precisioneng.net



Firm Size

50 Total Staff Members



Who We Are | PCE is a California corporation and is organized by divisions which are each headed by licensed division managers, with daily operations overseen by the company president, Mr. Edward Dunkel, Jr. PCE approaches every project with the philosophy that we are more than just an Engineering firm; we are your advocate, every step of the way.

From a project's inception to completion, PCE remains attentive to our client's needs and responds immediately to calls for service. Schedules are developed then monitored weekly by managers and supervisors. To ensure quality control, reports are subjected to a comprehensive in-house review process.

“ WE ARE DEDICATED TO USING CUTTING EDGE, STATE-OF-THE-ART TECHNOLOGY IN ORDER TO PROVIDE INNOVATIVE AND AFFORDABLE SOLUTIONS FOR OUR CLIENTS. ”

PAST EXPERIENCE OF SIMILAR WORK

PCE was contracted with the Madera LAFCo to prepare an MSR and SOI Study in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act for the Chowchilla Cemetery District, located in Madera County. The MSR and SOI analyzed the present and planned services, facilities, and needs under growth projections.

Reference: Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821

CHOWCHILLA CEMETERY DISTRICT

MADERA, CA

MADERA CEMETERY DISTRICT

MADERA, CA

PCE was contracted with the Madera LAFCo to prepare an MSR and SOI Study in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act for the Madera Cemetery District, located in Madera County. The MSR and SOI analyzed the present and planned services, facilities, and needs under growth projections.

Reference: Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821

PCE was contracted with the Madera LAFCo to prepare an MSR and SOI Study in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act for the Chowchilla Memorial Health Care District, located in Madera County. The MSR and SOI analyzed the present and planned services, facilities, and needs under growth projections.

Reference: Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821

THE CHOWCHILLA MEMORIAL HEALTH CARE DISTRICT

MADERA, CA

MADERA COUNTY MOSQUITO AND VECTOR CONTROL DISTRICT

MADERA, CA

PCE was contracted with the Madera LAFCo to prepare an MSR and SOI Study in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act for the Madera County Mosquito and Vector Control District. The MSR and SOI analyzed the present and planned services, facilities, and needs under growth projections.

Reference: Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821

The Gravelly Ford Water District submitted an MSR to the Madera LAFCo in order to annex 392 acres into its district and amend its SOI. PCE was contracted by Madera LAFCo to peer review the submitted MSR. PCE reviewed the MSR in order to ensure that all topic areas of analysis were met per the Cortese-Knox-Hertzberg Act.

Reference: Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821

GRAVELLY FORD WATER DISTRICT

MADERA, CA

**CLAYTON
WATER
DISTRICT**

MADERA, CA

The Clayton Water District, located in Madera County, had interested landowners that wished to annex into their district. For LAFCo to approve an annexation, an assessment of a district and its ability to effectively provide services to its residents and users must be performed in the form of a MSR. PCE worked on the required MSR in order to annex the properties and amend the District's SOI. The MSR contains analyses and determinations regarding the topic areas set forth in the Cortese-Knox-Hertzberg Act.

Reference: Clayton Water District | Julia Berry, General Manager | juliaberry@svcblobal.net | (559) 970-8778

The County of San Benito has over thirty County Service Areas (CSA) and Community Facilities Districts (CFD). PCE provided assistance with consulting and public improvement projects within these areas including upgrading an existing water system and improvements to a community park. PCE worked on an extensive analysis of the County's CSAs in which they reviewed their budgets, helped with identifying operational deficiencies, and provided cost-efficient and appropriate recommendations for improvements. PCE also created a MSR for nine of the County's CSAs that evaluated and examined each CSA and determined their ability, or lack thereof, to meet the demands of the residents within its boundaries.

Reference: San Benito County, Jessica Stratton, CSA Coordinator | jstratton@cosb.us | (831) 245-9657.

**SAN BENITO
COUNTY
CONSULTING**

HOLLISTER, CA

****A sample of comparable studies are attached to the end of the proposal.***

UNDERSTANDING AND APPROACH

OUR UNDERSTANDING

The Madera County Local Agency Formation Commission (LAFCo) is seeking qualified candidates to complete a Municipal Service Review (MSR) and Sphere of Influence (SOI) Study for the Greater Rio Mesa Area in Madera County. The MSR and SOI Study shall be completed in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act (California Government Code Section 56430). The MSR must be done prior to or in conjunction with the SOI Study.

Generally, the preparation of the report will include:

- Data collection including but not limited to interviews, surveys, and research of existing information and documents.
- Interpretation and analysis.
- Administrative Draft report of MSR/SOI study with appropriate findings, determinations, and recommendations for LAFCo staff review.
- Presentation of Draft MSR/SOI study to the Madera County LAFCo for distribution to affected and interested agencies for comment.
- Review of comments by LAFCo Commission, LAFCo staff, affected/interested agencies, and the public.
- Preparation of final draft addressing comments from LAFCo Commission, LAFCo staff, affected/interested agencies, and the public including findings, determinations, and recommendations.
- Presentation of the final report to the Madera County LAFCo at a public hearing.
- The Madera County LAFCo's adoption of final report and determinations.

PROPOSED SCOPE OF WORK

TASK 1: PROJECT INITIATION

Upon receiving notice to proceed, PCE will initiate a project kick-off meeting with Madera LAFCo to discuss the project work plan. PCE will prepare an agenda in consultation with LAFCo staff. Following the meeting, PCE will provide meeting minutes and a final Work Plan (Scope and Schedule). After the kick-off meeting, PCE will proceed with data collection, analysis, and interpretation for the MSR and SOI.

TASK 2: DATA COLLECTION AND AGENCY OUTREACH

PCE will begin its data collection process by conducting agency outreach to obtain data on the Greater Rio Mesa Area in Madera County. Once PCE determines the primary points of contact and makes the initial contact, PCE will prepare and distribute a questionnaire to the subject agency. The questionnaire will address the issue areas required for the CKH Act. Depending on the data collected through the questionnaire, PCE will follow up with interviews for clarifications or additional information needed. For information that cannot be easily obtained by the questionnaire, PCE will utilize information sources and contacts recommended in the LAFCo MSR guidelines. Data will include but not be limited to the following:

Municipal Service Review

- Growth and population projections for the affected area
- Location and characteristics of DACs
- Present and planned capacity of public facilities, and adequacy of public services
- Financing ability of agencies to provide services
- Status of, and opportunities for, shared facilities
- Accountability for community service needs
- Any other matter related to effective or efficient service delivery, as required by LAFCo policy

Sphere of Influence Study

- Present and planned land uses, including agricultural and open space
- Present and probable need for public facilities and services
- Present capacity of public facilities and adequacy of public services
- Existence of any social or economic communities of interest
- Present and probable need for public facilities and services of and DUCs

TASK 3: MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE STUDY

PCE will prepare the MSR and SOI Study in accordance with standards, factors, and criteria required by the Madera County LAFCo policies and the Cortese-Knox-Hertzberg Act (California Government Code Section 56430). PCE will prepare the MSR in conjunction with the SOI Study. PCE proposes the following draft schedule:

- Administrative Draft MSR/SOI Study with appropriate findings, determinations, and recommendations for Madera County LAFCo staff review.
- Public Draft MSR/SOI Study to be presented to Madera County LAFCo for distribution to affected and interested agencies for comment. PCE will review comments by the Commission, staff, and affected/interested agencies and the public to be addressed in the Final Draft MSR/SOI Study.
- Final Draft MSR/SOI Study that addresses comments from the Commission, staff, and affected/interested agencies and the public and includes findings, determinations, and recommendations.
- Final MSR/SOI for adoption to be presented to the Commission at a public hearing (See Task 3).

As part of the drafting process, PCE will: (1) provide flexible and creative alternatives, (2) provide logical and reasonable recommendations, (3) prepare appropriate charts, graphs, and maps, and (4) prepare findings, conclusions, and actions.

TASK 4: PUBLIC HEARING AND WORKSHOP

PCE will present the Draft and Final Draft MSR and SOI Study to the Madera County LAFCo in a workshop or public hearing setting.

TASK 5: PROJECT MANAGEMENT

PCE will schedule coordination meetings to be conducted by conference call with the Project Team as needed. Outside of the meetings, PCE will be available for periodic phone calls with LAFCo staff on a as needed basis to address any issues that may arise. During the development of the MSR documents, PCE will coordinate and communicate with responsible state and federal agencies as required. PCE will also provide invoices monthly.



PROJECT TEAM

KEY PERSONNEL PERFORMING THE WORK

Our **Project Team** has the necessary experience and skills needed to excel. Our team includes our Planning Division Team: Planning Manager, Bonique Emerson, *MAUP, AICP* Associate Planner, Shin Tu, *MUP, AICP Candidate*, and Project Engineer, Lisette Cendejas. A majority of our team's experience comes from working on planning, technical assistance, and capacity building projects in the Central Valley for the public and private sectors. Our resumes are provided in the following pages.

PROJECT MANAGER

BONIQUE EMERSON, MAUP, AICP

VP of Planning Division / Senior Project Manager

Qualification: AICP #026051

Area of Expertise:

- Project Management
- Environmental Planning Services (CEQA/NEPA)
- Policies, Procedures, and Processes
- Processing Entitlement Applications

REPORT DRFTER

LISETTE CENDEJAS

Project Engineer

Area of Expertise:

- Hydraulic and Water Resources Engineering
- Municipal Service Reviews
- Tract maps and parcel maps

PROJECT COORDINATOR

SHIN TU, MUP, AICP CANDIDATE

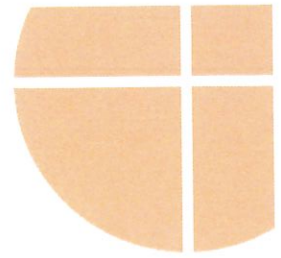
Associate Planner

Area of Expertise:

- Environmental Analysis and Planning
- Research, Data Collection, Spatial Analysis

BONIQUE EMERSON, MAUP, AICP

VICE PRESIDENT OF PLANNING | SENIOR PROJECT MANAGER



PROFILE

Bonique Emerson, MAUP, AICP has over 19 years of experience as a Planner and Project Manager, spending a majority of those years with the City of Fresno Current Planning Division. While at the City of Fresno, Mrs. Emerson worked her way from a Planner I to the Current Planning Division Manager. Through these roles, she processed hundreds of entitlement applications, implemented the General Plan and Development Code at the project level, and played a key role in coordination among the public agency, developers, and residents. At Precision Civil Engineering, Mrs. Emerson leverages her extensive planning knowledge to manage both public and private sector projects in various communities.

EDUCATION

Master of Arts Urban Planning, University of California, Los Angeles with an emphasis in transportation planning

Bachelor of Arts, Political Science with minor in Public Policy, University of California, Los Angeles

YEARS OF EXPERIENCE

19 years (PCE: 3.5 years)

CERTIFICATION

Certified Planner through the American Institute of Certified Planners (AICP)

PROFESSIONAL ORG

American Planning Association, California Chapter, Central Section (Member)

Association of Environmental Professionals, California, Central Chapter (Member)

Institute of Transportation Engineers (Member)

CONTACT

Precision Civil Engineering
1234 "O" Street
Fresno, CA 93721
bemerson@precisioneng.net
559-449-4500

AREAS OF EXPERTISE

- Project Management
- Processing Entitlement Applications
- Environmental Planning Services (CEQA/NEPA)
- Policies, Procedures, and Processes
- VMT Screening and Trip Generation Analysis
- Oversight and Management of Environmental Consultants

EXPERIENCE

Project Management. Managed the building and implementation of the City of Fresno's Land Management Software System, a citywide, multi-million dollar project that modernized the way permits and entitlements were processed.

Business Analyst. Regularly analyzed organizational and procedural issues and developed solutions, including but not limited to modifying project workflows through a land management system, implementing new processing procedures, and delegating work assignments.

Implementation. Responsible for reviewing, interpreting, and analyzing new legislation and maintaining current knowledge of directives, policies, and regulations that affected the operation of the current planning division. Also responsible for implementation of the General Plan and Development Code at the project level.

Process Management. Managed (both directly and indirectly, through subordinate supervisors) all operations of a division which processes approximately 3,000 entitlement applications a year and operates a planning public front counter serving hundreds of customers weekly.

Supervisor and Trainer. Performed various supervisory duties, including training, employee selection, evaluations, coaching, and discipline by supervising 4-5 staff directly, and managing a division of 20 staff directly and indirectly through subordinate supervisors.

EXPERIENCE - SIMILAR PROJECTS

- **Project Manger, Madera Cemetery District MSR/SOI | Madera, CA**
- **Project Manger, Chowchilla Cemetery District MSR/SOI | Madera, CA**
- **Project Manager, The Chowchilla Memorial Health Care District MSR/SOI | Madera, CA**
- **Project Manager Madera County Mosquito and Vector Control District MSR/SOI | Madera, CA**

EXPERIENCE - MASTER PLANNING PROJECTS

Project Manager and Planner - Villages at Almond Grove Specific Plan | Madera, CA

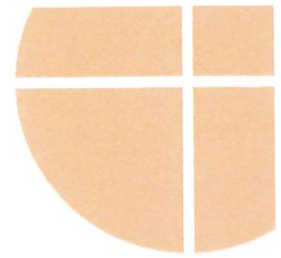
Mrs. Emerson was involved in the drafting sections of the Specific Plan and provided planning consultation and services, including drafting staff reports, ordinances, resolutions, annexation documents, etc.

Project Manager - Citywide Density Increase Text Amendment CEQA Environmental Review | City of Fresno, CA

Mrs. Emerson managed the PCE Planning Division to prepare an IS/MND for environmental clearance for Fresno's citywide density increase text amendment. The text amendment removed the density cap in 5 mixed-use zones. During the process, Mrs. Emerson provided various approach to move the project forward and corresponded with multiple agencies and city departments to address all environmental concerns.

LISETTE CENDEJAS

PROJECT ENGINEER



PROFILE

Lisette Cendejas is a project engineer and has 6 years of experience with PCE. Ms. Cendejas has experience in hydraulic and water resources engineering. She has helped master plan two large communities, for which she performed the calculations, mathematical models, and wrote the reports. Ms. Cendejas has experience with municipal service reviews, tract maps, parcel maps, improvement plan production, cost estimates and proposals. Ms. Cendejas earned her Bachelor of Science degree in Civil Engineering from California State University, Fresno.

EDUCATION

Bachelor of Science, Civil Engineering, California State University, Fresno

YEARS OF EXPERIENCE

6 years (PCE: 6 years)

CONTACT

Precision Civil Engineering
1234 "O" Street
Fresno, CA 93721
cendejas@precisioneng.net
559-449-4500

AREAS OF EXPERTISE

- Project Management
- Processing Entitlement Applications
- Environmental Planning Services (CEQA/NEPA)
- Policies, Procedures, and Processes
- VMT Screening and Trip Generation Analysis
- Oversight and Management of Environmental Consultants

EXPERIENCE

Project Engineer, Madera Village D Development | Madera, CA

Ms. Cendejas master planned 1,200 acres of residential and commercial development within Madera, California. The project consisted of master planning water, sewer, storm drain and reclaimed water infrastructure. Ms. Cendejas performed calculations and mathematical modeling for all master planned infrastructure and reported the findings. Madera relies solely on groundwater and such, Ms. Cendejas was also responsible for performing water balance calculations to ensure that the project conforms with the new Madera Subbasin Joint Groundwater Sustainability Plan. Ms. Cendejas also assisted in the tentative map production of the project area.

Project Engineer, San Benito County Consulting | Hollister, CA

The County of San Benito has over thirty County Service Areas (CSA) and Community Facilities Districts (CFD). Ms. Cendejas was involved in several consulting and public improvement projects within these areas including upgrading an existing water system and improvements to a community park. Ms. Cendejas worked on an extensive analysis of the County's CSAs in which she reviewed their budgets, helped with identifying operational deficiencies, and provided cost-efficient and appropriate recommendations for improvements. She also performed a Municipal Service Review for nine of the County's CSAs that evaluated and examined each CSA and determined their ability, or lack thereof, to meet the demands of the residents within its boundaries.

Project Engineer, Gravelly Ford Water District | Madera, CA

The Gravelly Ford Water District submitted a Municipal Service Review (MSR) to the Madera Local Agency Formation Commission (LAFCO) in order to annex 392 acres into its district and amend its Sphere of Influence (SOI). PCE was contracted by Madera LAFCO to peer review the submitted MSR. Ms. Cendejas was part of the team that reviewed the MSR in order to ensure that all topic areas of analysis were met per the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act).

Project Engineer, Clayton Water District | Madera, CA

The Clayton Water District, located in Madera County, had interested landowners that wished to annex into their district. For LAFCO to approve an annexation, an assessment of a district and its ability to effectively provide services to its residents and users must be performed in the form of a MSR. Ms. Cendejas worked on the required MSR in order to annex the properties and amend the District's SOI. The MSR contains analyses and determinations regarding the topic areas set forth in the CKH Act.

Project Engineer, Madera Cemetery District MSR/SOI | Madera, CA

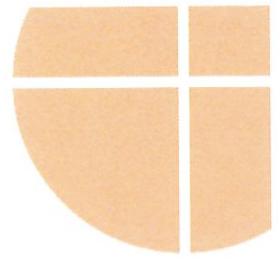
Project Engineer, Chowchilla Cemetery District MSR/SOI | Madera, CA

Project Engineer, The Chowchilla Memorial Health Care District MSR/SOI | Madera, CA

Project Engineer, Madera County Mosquito and Vector Control District MSR/SOI | Madera, CA

SHIN TU, MUP, AICP CANDIDATE

ASSOCIATE PLANNER



PROFILE

Shin brings her knowledge of communications, site planning, data analysis, and environmental planning. With a Master of Urban Planning degree at Texas A&M University and graduate certificates in Environmental Hazard Management and Geographic Information Science, Shin has experience working in the public, private, and academic sectors. At PCE, Shin provides services to both public and private sector clients, including performing due diligence, planning entitlements, on-call planning support staff, CEQA document drafting and analysis, GIS database management and mapping, fiscal analysis, graphics, data visualization, and branding designs.

EDUCATION

Master of Urban Planning, Environmental Hazard Management Certificate, GIS Graduate Certificate, Texas A&M University

Bachelor of Science, Urban Planning, National Cheng Kung University, Taiwan

YEARS OF EXPERIENCE

4 years (PCE: 1.5 year)

CERTIFICATION

Certified Planner through the American Institute of Certified Planners (Candidate)

PROFESSIONAL ORG

American Planning Association, California Chapter, Central Section (Member)

Association of Environmental Professionals, California, Central Chapter (Member)

CONTACT

Precision Civil Engineering
1234 "O" Street
Fresno, CA 93721
stu@precisioneng.net
559-449-4500

AREAS OF EXPERTISE

- Research, Data Collection and Analysis
- Geographic Information Systems, Spatial Analysis, and Mapping
- Visualization, Digital Communication, Branding, and Graphic Design
- Planning Entitlement Processing

EXPERIENCE

Site Planning. Received awards for 2 design competitions that focused on designing human-oriented space/streets for transit and pedestrian connectivity and revitalization. Drafted 5+ conceptual site plans and land use plans for various sites.

Corridor Planning. Drafted a corridor revitalization plan in Tainan City, Taiwan. Conducted interviews with local businesses, held 3 workshops to introduce and collect feedback for the plan, and coordinated with public agencies for implementation of the proposed public transit program.

Graphics Communication. Led Graphics and Written Communications Team to develop the first comprehensive plan of the City of Caldwell, Texas. Coordinated with data analytics and public outreach team to design flyers, posters, presentations, and the final plan document. Designed branding for 4 ADU Programs in the Valley.

Research and Analysis. Conducted data cleansing, labeling, categorizing, and statistical analysis. Co-authored for journal publication and was responsible for the management of 2+ datasets. Performed infill study, fiscal analysis, biological assessment, demographic analysis, industry analysis, etc., for different projects.

Planning Assistant. Performed traffic flow and land use analysis for 3 city-scale plans to provide a fact base for the planning process. Performed zoning inquiries, environmental assessments, building and conditional use permit applications. Produced multiple exhibits, drafted proposals, and corresponded with clients and agencies.

TRAININGS

- NEPA Essentials Workshop, Association of Environmental Professionals (AEP), California (September 2022)
- How to Write an EIR, AEP, California (July 2022)
- CEQA Advanced Workshop, AEP, California (March 2022)
- CEQA Essentials Workshop, AEP, California (October 2021)

EXPERIENCE - MASTER PLANNING PROJECTS

City of Caldwell Comprehensive Plan – Envision Caldwell | Caldwell, TX

Shin, as part of the masters program's implementation course, worked with Texas Target Communities (TxTC) to lead the community and stakeholder engagement process of developing the City of Caldwell's first comprehensive plan. Shin managed and led the Graphics and Written Communications Group, which developed branding and produced a factsheet, outreach materials (slides, flyers, posters, and email templates), and the final Community Engagement and Input Report. Shin was also involved in drafting the comprehensive plan's Environment chapter and creating 3 memorandums that proposed pattern zoning ordinance in Caldwell.

City of Merced Annexation Pre-Application

Shin designed and prepared the conceptual land use plan of a 47.7-acre mixed-use development site as well as calculated wastewater and water demand and projected job generation of the development.

PUBLICATIONS

Tu, S.; Yu, S. Urban Planning for Climate Change: Comparing Climate Adaptation Plans between Taipei and Boston. *Sustainability* **2023**, 15, 934. <https://doi.org/10.3390/su15020934>

PROPOSED BUDGET

RATE STRUCTURE FOR BILLING SERVICES

Our 2023 **Rate Structure** is as follows.

Principal Planner/Planning Manager	\$220.00/Hr.
Senior Planner	\$160.00/Hr.
Senior Associate Planner	\$130.00/Hr.
Associate Planner	\$120.00/Hr.
Assistant Planner	\$105.00/Hr.
Project Engineer II	\$165.00/Hr.
Project Engineer I	\$145.00/Hr.

COST PROPOSAL

PCE proposes the following **Cost Proposal** of estimated hours and costs by task and function with a Not-to-Exceed Fee based upon the Scope of Work.

TASK	HOURS	COST
Task 1: Project Initiation	12	\$2,100
Task 2: Data Collection and Agency Outreach	28	\$4,100
Task 3: MSR/SOI Study	100	\$16,100
Task 4: Public Hearing and Workshop	6	\$1,400
Task 5: Project Management	20	\$4,000
TOTAL (NOT TO EXCEED COST)	166	\$27,700

PROJECT MANAGEMENT AND COST CONTROL

Our standard **project management** and **cost control** includes:

- Develop an agreed upon project schedule that can easily be maintained, tracked, and kept up-to-date.
- Based on the work breakdown schedule, any task requiring long lead times will be identified and scheduled to start as early as possible (e.g. data collection and agency outreach).
- Any portions of work that can be performed simultaneously or overlap will be scheduled as such to reduce the overall project timeline.
- Conduct a kick-off meeting, internal Project team meetings, and periodic check-in meetings with the full Project team as appropriate.
- On a monthly basis, review hours by task to ensure the Project remains in budget.
- Provide monthly or quarterly invoicing and progress reports to the County.



PROPOSED SCHEDULE

PCE proposes the following **Schedule** of approximately six and a half (6.5) months to complete the project.

Weeks 1-4

- Initiate project with Kick-Off Meeting
- Finalize Work Plan (Scope and Schedule)
- Connect with agency primary points of contact

Weeks 5-8

- Finalize questionnaire and distribute to contact agency for data collection
- Begin follow up with contact agency to confirm adequate and acceptable data

Weeks 9-14

- Prepare Administrative Draft MSR/SOI study

Weeks 15-18

- Prepare public draft MSR/SOI for routing and comments

Weeks 19-22

- Prepare Final Draft MSR/SOI
- Present Final Draft MSR/SOI

Weeks 23-26

- Project close out



LIST OF REFERENCES

The following lists three (3) references. For more information on specific projects, see "past experience of similar work" in the pages above.

- Clayton Water District | Julia Berry, General Manager | juliaberry@svcblobal.net | (559) 970-8778
- San Benito County | Jessica Stratton, CSA Coordinator | jstratton@cosb.us | (831) 245-9657
- Madera LAFCO | Dave Bruan, Executive Officer | david.braun@maderacounty.com | (559) 675-7821