



CAMBRIA COMMUNITY SERVICES DISTRICT

MEETING	TIME & DATE	LOCATION
Fire Protection Committee	10:30 AM Thursday, August 21, 2025	Cambria Veterans' Memorial Hall, 1000 Main Street, Cambria, CA 93428

AGENDA

**Regular Fire Protection Committee Meeting
August 21, 2025 10:30 AM**

In person at:

**Cambria Veterans' Memorial Hall
1000 Main Street, Cambria, CA 93428**

AND via Zoom at:

**Please click the link to join the webinar: [HERE](#)
Webinar ID: 894 6807 5561
Passcode: 338146**

Copies of the staff reports or other documentation relating to each item of business referred to on the agenda are on file in the CCSD Administration Office, available for public inspection during District business hours. The agenda and agenda packets are also available on the CCSD website at <https://www.cambriacsd.org/>. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting or if you need the agenda or other documents in the agenda packet provided in an alternative format, contact the Confidential Administrative Assistant at 805-927-6223 at least 48 hours before the meeting to ensure that reasonable arrangements can be made. The Confidential Administrative Assistant will answer any questions regarding the agenda.

1. OPENING

- 1.A Call to Order**
- 1.B Establishment of Quorum**
- 1.C Chair Report**
- 1.D Committee Member and Staff Communications**
- 1.E Ad Hoc Committee Reports**

2. PUBLIC COMMENT

Members of the public may now address the Committee on any item of interest within the jurisdiction of the Committee but not on its agenda today. Future agenda items can be suggested at this time. In compliance with the Brown Act, the Committee cannot discuss or act on items not on the agenda. Each speaker has up to three minutes.

3. CONSENT AGENDA

- 3.A Consideration to Approve the July 8, 2025 Special Meeting Minutes**

4. REGULAR BUSINESS

- 4.A Discussion of Progress Report from Committee Member Pierson on Feasibility of Fire**

Benefit Assessment

4.B Discussion on Fire Department Needs as Related to a Potential Benefits Assessment

5. FUTURE AGENDA ITEM(S)

6. ADJOURN



CAMBRIA COMMUNITY SERVICES DISTRICT

MINUTES OF JULY 8, 2025, SPECIAL FIRE PROTECTION COMMITTEE MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT

A special meeting of the Fire Protection Committee of the Cambria Community Services District was held at the Cambria Veterans' Memorial Hall, located at 1000 Main Street, Cambria, CA 93428, on Tuesday, July 8, 2025, at 10:30 AM

1. OPENING

1.A Call to Order

Chairperson Gray called the meeting to order at 10:30 am.

1.B Establishment of Quorum

A quorum was established.

Committee members present: Tom Gray, David Pierson, Arthur Chapman, Ronald De Luca, Tony Safford, and Gordon Heinrichs.

Staff present: General Manager Matthew McElhenie, Fire Chief Michael Burkey, Confidential Administrative Assistant Haley Dodson, Fire Captain Greg McGill, Fire Captain Craig Brooks, Fire Engineer Kayla Graves and Fire Engineer Christian Evers.

1.C Chair Report

There was no Chair Report.

1.D Committee Member and Staff Communications

General Manager McElhenie reported on the mailing to Cambria residents of a document describing the new Weed Abatement Ordinance and other fire protection topics.

Chief Burkey reported on the chipping event sponsored by the San Luis Obispo Fire Safe Council.

Following Regular Business, Committee member De Luca reported on a conversation he had with Scotty Jalbert, director of San Luis Obispo County Office of Emergency Services, in May. The discussion covered evacuation planning and the roles of County OES, other agencies and the CCSD.

1.E Ad Hoc Committee Reports

There were no Ad Hoc Committee Reports.

2. PUBLIC COMMENT ON AGENDA ITEMS

There was no public comment in person or online.

Written comment was submitted by Cambria Firefighters Local 4635.

3. CONSENT AGENDA

3.A Consideration to Approve the May 15, 2025 Regular Meeting Minutes

Committee Member Pierson moved to approve these Minutes as written.

Committee Member Safford seconded the motion.

The motion was approved: 5-Ayes; 0-Nays; 0-Abstain; 0-Absent

4. REGULAR BUSINESS

4.A Discussion and Consideration of Appointing an Ad Hoc Committee for a Preliminary Study to Assess the Feasibility of a Benefit Assessment Measure on the June or November ballot in 2026

[This item was taken up after Item 4.B]

The item was introduced by Chief Burkey and General Manager McElhenie, who provided a summary of fiscal needs in areas such as staff retention, equipment and wildfire evacuation.

Public Comment:

Cheryl Cashman
Craig Brooks
Christian Evers

Committee Member Safford moved to appoint Member Pierson as an ad hoc committee member of one to conduct a preliminary study to assess the feasibility of a benefit assessment measure on the June or November 2026 ballot, and report to the Board of Directors.

Committee Member DeLuca seconded the motion.

The motion was approved: 5-Ayes; 0-Nays; 0-Abstain; 0-Absent

4.B Discussion of Cal Poly Student Reports on Updating the Community Wildfire Protection Plan (CWPP) for Cambria, and Consideration of Appointing an Ad Hoc Committee to Review the Reports and Make Recommendations for an Updated CWPP

Committee Member Pierson introduced the report and explained each of the classes study groups submitted its own plan which can be used to prepare and updated plan for Cambria. Putney explained a new 3 year Firewise Community Action Plan is needed. The current plan is on The Firesafe Council website.

Committee Member Heinrichs moved to appoint an ad hoc committee of himself and Committee Member De Luca to committee to work with former Fire Chief Bob Putney to produce a draft update of the CCWP for review at the Sept. 18, 2025, meeting of the Fire Protection Committee.

Committee Member Safford seconded the motion.

The motion as approved: 5-Ayes; 0-Nays; 0-Abstain; 0-Absent.

5. FUTURE AGENDA ITEMS

In Future Agenda Items, Chief Burkey asked for a future Committee discussion of updating the regulation of open fires.

6. ADJOURN

Chairperson Gray adjourned the meeting at 12:30 p.m.

DRAFT

Thursday, July 31, 2025

Submitted via Email

mmcelhenie@cambriacsd.org

Matthew McElhenie, General Manager
Cambria Community Services District
2150 Main Street
Cambria, CA 93428

Re: Assessment Engineering, Proposition 218 Balloting Services, and Related Professional Consulting Services for a Fire Assessment Measure

Dear Mr. McElhenie:

SCI Consulting Group (“SCI”) is pleased to submit, for your review, this proposal to provide Assessment Engineering, Public Opinion Research and Mailed Survey, Proposition 218 Balloting Services, and Related Professional Consulting Services for the Cambria Community Services District (“District”). We understand that the District is seeking an experienced and qualified assessment engineering firm to provide comprehensive services in support of a proposed Proposition 218 fire assessment measure. SCI is well-equipped to lead the District in this effort, providing feasibility analysis, assessment engineering, and preparation of a Proposition 218-compliant Engineer’s Report with recommended fire assessment rates aligned with the District’s service goals and fiscal needs. Should the District choose to move forward, we are also prepared to manage all aspects of the Proposition 218 ballot proceeding, including legal compliance and public outreach.

Our proposal is segmented into six tasks to maximize the chances of success.

Task 1: Initial Planning and Preliminary Assessment Engineering. This phase includes initial planning and a preliminary assessment engineering to determine the feasibility of a potential fire assessment measure.

Task 2: Public Opinion Research and Mailed Survey. We will conduct public research, including a mailed public opinion survey, to gauge support for the proposed fire assessment measure.

Task 3: Assessment Engineering and Engineer’s Report. This task involves developing the final assessment methodology, determining the specific proposed assessment for each parcel, preparing the Engineer’s Report, and finalizing the assessment measure and messaging plan.

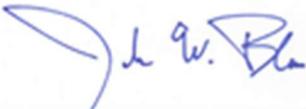
Task 4: Proposition 218 Ballot Proceeding Services. We will assist and fully support the District with the Proposition 218 ballot proceeding. This includes preparing all necessary resolutions and designing, mailing, and tabulating official notices and assessment ballots, as well as tabulation.

Task 5: Non-Advocacy Informational Outreach Services. To ensure a successful outcome, we will advise and support the District with a non-advocacy informational outreach, providing the public with essential information about the fire assessment measure.

Task 6: First-Year Submittal and Levy Administration. If property owners approve the fire assessment, SCI will provide first-year submittal and administration of the fire assessment levies.

We look forward to this opportunity to assist the District with this important project and stand ready to proceed. If you have any questions or require additional information, please do not hesitate to contact me. I can be reached at 707-430-4300 and john.bliss@sci-cg.com.

Sincerely,



John W. Bliss, P.E.
President

cc: David Pierson
Denise Fritz, Cambria Community Services District
Michael Burkey, Cambria Fire Department
Blair Aas, SCI Consulting Group

ABOUT FIRE ASSESSMENT MEASURES

A fire assessment measure is a property-based local funding mechanism that allows fire agencies to generate dedicated revenue for fire protection and emergency response services. Governed by Proposition 218, fire assessments must be based on the special benefit provided to each parcel and supported by a robust Engineer's Report that defines the services and improvements to be funded, the cost allocation methodology, and the proposed assessment rates.

Fire assessments are approved by property owners, not registered voters, through a 45-day mailed ballot proceeding. Each property owner, whether they reside within or outside the assessment area, receives a notice and ballot by first class mail. At the close of the balloting period, a public hearing is held, and the ballots are tabulated. Each ballot is weighted according to the amount of the proposed assessment on the corresponding parcel. The assessment is approved if the total assessment value of the ballots in favor exceeds those in opposition.

The weighted voting structure is a key feature of a Proposition 218 assessment proceeding, as it reflects the proportional financial obligation of each parcel. In some cases, this means a small number of property owners, such as those with larger or multiple parcels, may have ballots that carry significantly more weight than others.

Funds generated through fire assessments may be used for a wide range of purposes, including staffing, fire engines and equipment, station construction and upgrades, and the ongoing operations, maintenance, and replacement of facilities and resources. When properly structured, fire assessments provide a legally compliant, locally controlled, and sustainable funding solution for fire protection and emergency services.

QUALIFICATIONS AND EXPERIENCE

Established in 1985, **SCI Consulting Group** is a widely recognized public finance consulting firm with leading expertise in helping California public agencies fund essential services and capital improvements. With a strong focus on local funding for fire protection, SCI has guided many fire agencies through the successful design and implementation of local funding measures.



Our track record speaks for itself. SCI has a proven success rate of 90% for local funding measures, including benefit assessments, special taxes, and property-related fees. That success rate increases to 95% when public agencies follow our proven approach, grounded in thoughtful planning, a clear understanding of property owner sentiment, alignment of the measure with the results of a professionally conducted survey, and a well-executed informational outreach effort. This strategic process not only maximizes success but also ensures legal defensibility and builds public trust.

SCI is exceptionally well-qualified to serve as the District's Assessment Engineer and Proposition 218 consultant for these reasons and more, as reflected in the following credentials:

- **Serving California public agencies for four decades.**
- **Unparalleled technical knowledge** combined with an in-depth understanding of the **legal, operational, and funding challenges** specific to fire agencies.

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

Client references are available on request.

FIRE AGENCY CLIENTS (partial list)

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

WORK PLAN AND APPROACH

Based on the requested scope of work and our understanding of the District’s needs, we propose the following work plan and approach (“Work Plan”) to maximize the likelihood of a successful outcome. SCI is committed to providing comprehensive services in a manner that limits the time and resources of the District, following solid project management principles. We will ensure that the project deliverables are of the highest quality, legally defensible, and delivered on time and within budget.

PHASE 1: FEASIBILITY ANALYSIS AND MAILED SURVEY

Task 1: Initial Planning and Preliminary Assessment Engineering

Our approach for Task 1 services will begin with analyzing the desired improvements and services, property ownership, tax base, and demographic and political profiles in the District. We perform these services by collecting data from the District, the County Assessors, and other information sources. After this data has been compiled, we will analyze it in the context of the District’s goals and other community factors. This detailed research and analysis will provide SCI with a solid understanding of the factors that will be used as the foundation for designing and evaluating the proposed fire assessment measure.

Task Deliverables:

- Information and data request list
- Project kickoff meeting (Virtual)
- Project timeline
- Preliminary assessment engineering findings

Task 2: Public Opinion Research and Mailed Survey

The principals at SCI have developed a sophisticated mailed survey research methodology for identifying property owner priorities and their support for an assessment measure and how best to package the measure for success. One of the primary strengths of the recommended approach is its proven ability to identify support most accurately for a property owner mailed ballot proceeding, not only on an overall basis but also from different property owners, such as single-family residential, business, industrial, apartment, vacation property owners, and investment property owners. Moreover, the recommended approach and methodology have proven to provide accurate and reliable research findings in a wide range of socio-economic environments such as rural areas, urban communities, various income levels, and various ethnic backgrounds. This recommended approach is one of the keys to ensuring that the District will receive accurate, reliable data and advice regarding property owner priorities and support for an assessment funding measure for fire improvements and services.

Recommended Research Approach. A scientific, stratified, and randomized mailed survey is the recommended data collection technique. The mailed survey approach provides two primary advantages over phone or text surveys for mailed Proposition 218-complaint balloting: 1) It most accurately models mailed balloting and effectively eliminates response bias, and 2) allows for input from non-residential property owners.

SCI will draft and refine the survey questionnaire and informational item, as well as the outgoing envelope and return envelope. Once final drafts of the base documents meet the approval of the District, they will be printed with the individual respondent's information (name, mailing address, etc.) and mailed to a sample population, including a postage-paid return envelope. After the results of this survey have been obtained, they will be analyzed and provided to the District with the most accurate support prediction.

Sample Size. For this research project, SCI recommends a mailed survey to all property owners in the District, providing a confidence level of 95% with a typical margin of error of +/- 3.0%.

Once the surveys are returned, SCI will process the survey responses and prepare the data for analysis. SCI will also develop several filtering schemes and weighting matrices to simulate ballot measure outcomes for a fire assessment. After our analysis, we will prepare a comprehensive PowerPoint presentation summarizing findings from the opinion research and make recommendations regarding property owner-voters' priorities and the feasibility of moving forward with a fire assessment measure. The report will also include additional value-added elements, such as an outline of the recommended action plan for proceeding with a local funding measure, including profiles of likely supporters and opponents for a ballot measure, priorities, funding support by type of project, and key messaging elements and strategies. In addition, the scope of services includes a formal presentation of the survey results, findings, and recommendations to the District Board of Directors ("Board").

Task Deliverables:

- Project meetings (Virtual)
- Mailed survey, accompanying informational item, outgoing and postage-prepaid return envelope to all property owners
- A presentation of the survey results and recommendations for implementing a successful revenue mechanism
- Presentation of survey results at District Board meeting (In-Person)

PHASE 2: PROPOSITION 218 FIRE ASSESSMENT MEASURE

Task 3: Assessment Engineering and Engineer's Report

SCI will develop multi-year revenue and expense proformas developed with the Department as an essential basis for the budgets and cost estimates provided within the Engineer's Report. Comprehensive assessment engineering work will include defining the proportional assessment rate methodology and separating and quantifying special and general benefits from the proposed improvements and services.

SCI will use its industry-leading benefit assessment engineering expertise to develop a benefit assessment methodology that fully complies with the legal and procedural requirements for a new, post-Proposition 218 benefit assessment, including the court's direction in *Silicon Valley Taxpayers Association v. Santa Clara County Open Space Authority*, *Dahms v. City of Pomona*, *Greene v. Marin County Flood Control and Water Conservation District* and *Robert Beutz v. County of Riverside* and other Proposition 218 decisions.

In a review session, we will present these fiscal plans, our data review and analysis, and the proposed assessment methodology, levies, and budgets to the District. Issues uncovered by the review will be highlighted, and remedies suggested. After the District and the District's legal counsel have reviewed the data and information, we will prepare an Engineer's Report that fully meets the requirements of Articles XIII C and XIII D of the California Constitution ("Proposition 218"), the Government Code, and other relevant code sections.

The Engineer's Report will include a detailed description of the assessment plans for the improvements and services, future capital and facility improvement needs, a detailed cost estimate, an analysis of special and general benefits, the rationale used for the assessment apportionment, the method of assessment apportionment, calculation of the specific proposed assessment amount for each parcel, an assessment diagram, and other elements.

After the Engineer's Report has been prepared, it will be reviewed with District staff and, if necessary, shall be revised to reflect any relevant comments or issues identified. SCI shall also finalize the assessment levies, roll, diagram, and other information for preliminary District approval. SCI will also prepare draft resolutions, notices, and other materials and documents required or recommended for the proposed assessment. Such documents shall be finalized in conjunction with the District's legal counsel. At the culmination of these services, SCI shall present the findings, proposed assessment levies, and the Engineer's Report to the District staff and the District's Board of Directors.

Task Deliverables:

- Project Meeting (Virtual)
- Proposition 218-compliant Engineer's Report (PDF)
- Draft resolutions and associated agenda reports (MS Word)
- Presentations at District Board of Directors meeting (In-Person)

Task 4: Proposition 218 Ballot Proceeding Services

Services under this task shall include designing, printing, addressing, and mailing the official assessment notice and ballots to all property owners within the proposed boundaries of the Assessment District. The official notice and assessment ballot design, along with supporting informational items and mailers, are essential to a successful ballot outcome. SCI will utilize its unmatched expertise and track record to design a notice, ballot, and informational items that clearly and concisely explain the reason for the fire suppression services and meet all legal requirements.

After the draft notice and ballot are prepared, they will be provided to the District and the District's legal counsel for review and comment. Feedback and comments will be incorporated before the documents are finalized.

After the official notice and ballot are finalized, SCI will oversee the printing and addressing of the ballots. Admail West, a printing and mailing firm with industry-leading experience with assessment ballot proceedings, will perform this work. After the notices and ballots are printed and addressed, they will be mailed to all property owners in the proposed Assessment District with a proposed assessment pursuant to the California Constitution and the Government Code.

SCI will also field and respond to property owner inquiries throughout the balloting, research and confirm new owners not reflected on the official county property ownership records, and issue replacement ballots as necessary. SCI will also prepare resolutions, documents, and information for the public hearing and assist the District and the District's legal counsel in responding to property owner testimony at the public hearing.

The District Clerk will be the official tabulator, with the legally required condition to perform the tabulation publicly. SCI will provide tabulation software, scanners, and procedures to support the tabulation. SCI will employ its well-proven barcoded ballot identification system on this balloting, facilitating efficient and effective tabulation.

Task Deliverables:

- Project meeting (Virtual)
- Official Proposition 218 notice, ballot, and envelopes
- Printing, mailing, addressing, and postage for Proposition 218 balloting
- Presentation at District Board of Directors meeting (In-Person)
- Draft resolutions and supporting documents
- Balloting process support
- Tabulation process support

Task 5: Non-Advocacy Information Outreach Services

Effective informational outreach is essential for a successful ballot outcome. When voters are properly informed about the purpose of a local funding measure, they are more likely to be supportive. Misinformed or mistrusting voters tend to vote no, while well-informed voters tend to be more supportive if they are adequately informed about a measure's purpose.

Under California law, the District can engage in informational activities to educate the public about District-related issues, including ballot measures. However, these activities must be strictly informational and cannot be used for advocacy or to promote a particular outcome. This means that the information provided must be factual and objective, presenting the funding measure's pros and cons without attempting to sway public opinion in a particular direction.

Task 5 services would begin with initial planning and developing a non-advocacy information outreach strategy for the proposed fire assessment measure. The strategy would involve defining informational needs and the target audience, developing an outreach plan and timeline, and identifying key messaging and communication objectives. SCI would draft informational materials, including presentations, handouts, and FAQ documents. Additionally, SCI will utilize Local Input and other traditional media to inform District property owners about the details and purpose of the fire assessment measure.



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

Task Deliverables:

- Informational outreach strategy
- Property owner informational services
- Q&A and other informational handouts and materials (MS Word)
- District training on informational outreach vs. advocacy and proposed fire assessment measure (Virtual)

Task 6: Levy Submittal and Administration Services, First Levy Year

If the assessment is approved by a weighted majority of participating property owners, SCI shall prepare the property database, levy, ownership information, and other data required for the levy administration services for the first levy year. These services include obtaining the final lien-date assessor's roll and property data for the first levy year, updating the assessment to account for development, parcel subdivisions, ownership, and other property changes, preparing the final assessment levies, and submitting the final assessments and assessment diagram to the County Tax Collector(s). In addition, our property-owner inquiry line will be added to tax bills so we can directly respond to property-owner inquiries throughout the fiscal year on behalf of the District.

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

District Resources

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

- Periodically meet or participate in video or voice conference calls with SCI as needed.
- Provide information and documentation regarding the District's Fire Master Plan, capital improvement plan, description of services and improvements to be funded by the assessment, the annual revenues needed, and additional data as requested.
- Designate a District point of contact with authority to act on its behalf regarding the Work Plan.
- Assist with planning, review, and coordination of action items.

Tentative Timeline

We understand that the District intends to complete the Proposition 218 assessment ballot proceeding in advance of the County's levy submittal deadline of August 10, 2026, for inclusion on the FY 2026-27 property tax roll. Phase 1, which includes initial planning, feasibility analysis, and preliminary assessment engineering, is expected to take place in Fall 2025. Phase 2, involving preparation of the Engineer's Report and execution of the Proposition 218 mailed ballot proceeding, is anticipated for Spring 2026. A detailed timeline and task list will be developed in collaboration with District staff during the project kickoff meeting in Task 1.

ASSESSMENT DEFENSE

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

PROJECT TEAM

SCI will use a "team approach" for this project and work closely and collaboratively with the District. Such a collaborative, team-based approach helps ensure the District's objectives are well understood and accomplished, and all technical and procedural requirements are met.

If selected for this project, SCI will assign a highly qualified and experienced team to ensure the successful completion of all tasks. Melanie Lee, Senior Consultant, will serve as the Project Manager and act as the primary point of contact for the District throughout the duration of the project. Melanie will coordinate all day-to-day activities, facilitate communication with District staff, and ensure that milestones are met in accordance with the project schedule.

Edric Kwan, Senior Vice President, will serve as the Engineer of Record. He will be responsible for preparing the Engineer's Report, including the special and general benefit findings required for Proposition 218 compliance. Edric brings extensive experience in engineering and assessment formation and will ensure the report meets all legal and technical standards.

Arcelia Herrera and Heather Jamison, both experienced consultants, will provide critical support on various aspects of the project, including data analysis, mapping, stakeholder coordination, and report preparation.

John Bliss, President of SCI Consulting Group and Senior Assessment Engineer, will serve as the Principal-in-Charge. He will provide strategic oversight and conduct a detailed review of all assessment engineering findings, including the special and general benefit analysis and cost allocation methodology, to ensure the work is accurate, legally compliant, and defensible under Proposition 218.

SCI will also engage Admail West as a subconsultant to manage the printing, processing, and mailing of ballots and notices. Admail West is a trusted and experienced vendor that specializes in ballot mailings for public agencies and has worked on numerous successful assessment and special tax elections throughout California.

Professional biographies for the project team and the subconsultant are provided below.

Melanie Lee, Senior Consultant (PROJECT MANAGER)



Melanie Lee brings nearly 18 years of seasoned expertise to her role as a Senior Consultant at SCI, where she specializes in managing new local revenue measure balloting projects and conducting public opinion research. With a proven track record of success, Melanie excels in every phase of these projects, from initial feasibility

analysis to the execution of successful balloting and outreach efforts. Her keen analytical skills enable her to navigate complex data effectively, ensuring accurate records and informed decision-making.

In addition to her proficiency in project management, Melanie has successfully overseen formation projects for various services, including mosquito and vector control, fire protection, park and recreation, and stormwater management. As a co-leader of SCI's levy administration oversight group, she leverages her extensive knowledge and experience to ensure optimal client outcomes. Melanie also possesses additional training in ArcGIS and StoryMaps, further enhancing her capabilities in project execution and data visualization.

Before joining SCI, Melanie honed her interpersonal skills as a sales analyst in the wine industry. She holds a Bachelor of Arts in Business Administration from St. Mary's College in Moraga, CA. Committed to fostering the success of new hires at SCI, Melanie is passionate about contributing to the company's growth and success.

Melanie is currently spearheading an outreach project for the City of Salinas, demonstrating her leadership and project management prowess in driving impactful initiatives forward.

Edric Kwan, P.E., Senior Vice President, License No. C62829 (ENGINEER-OF-WORK)



Edric Kwan has 25 years of experience serving the public works industry. His last 20 years have been with the public sector, with 13 of those years in public works director and/or city engineer roles for the County of Alameda, Cities of Richmond and Martinez, and Town of Moraga. His firsthand experience with the financial challenges of maintaining public infrastructure, including dealing with costly emergency infrastructure failures, led him to join SCI in 2022 to assist other agencies with meeting their revenue needs. His specialty is community engagement, including initial messaging and branding, followed by direct engagement with local stakeholders and the broader community, refinement of the messaging and branding, and finally, effective and authentic community outreach through developing public opinion surveys and educational outreach materials and conducting public presentations. He is a licensed Civil Engineer and has a Bachelor of Science degree in Civil Engineering from the University of California at Berkeley.

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



John Bliss, President, continues to lead SCI Consulting Group as California's premier firm for public agency revenue mechanism implementation and administration. John has led the development and implementation of over 300 Proposition 218-compliant special taxes, property-related fees, and benefit assessments – more than all other engineers in California, combined. Moreover, John is a Proposition 13 and Proposition 218 compliance specialist and technical authority. He has also worked with most of the leading Proposition 218 specialized attorneys in the State, which has further expanded his professional and technical expertise.

John has a passion for quality public institutions that motivates his work at SCI and is demonstrated by his service on a variety of volunteer organizations in Oakland. John graduated from Brown University with a Bachelor of Science Degree in Engineering and holds a master's degree in civil

engineering from the University of California, Berkeley, where he was a Regent's Scholar. He is a licensed professional Civil Engineer in the State of California.

Admail West, Subconsultant



SCI intends to print and mail the notices and assessment ballots through our trusted supplier, Admail West, renowned for its extensive experience in handling such tasks. Admail West has successfully managed the printing and mailing of over 7,000,000 assessment ballots for SCI, demonstrating their reliability and expertise. Additionally, they oversee official election mail for multiple County Elections departments. Amber Cox-Espejo will serve as the project manager for Admail West. For further details about Admail West, please visit their website at: <https://www.admailwest.com/>.

FEE SCHEDULE AND MANNER OF PAYMENT

In consideration of the work accomplished, as outlined in the Work Plan, SCI shall be compensated as detailed below. Our professional fees are based on our understanding of the District’s needs and the level of effort we expect to be necessary to complete the Work Plan successfully.

TASKS	FEE
Task 1: Initial Planning and Preliminary Assessment Engineering	\$9,900 Fixed
Task 2: Public Opinion Research and Mailed Survey ³	\$34,200 Fixed
Task 3: Assessment Engineering and Engineer’s Report	\$27,600 Fixed
Task 4: Proposition 218 Ballot Proceeding Services ³	\$27,200 Fixed
Task 5: Non-Advocacy Informational Outreach Services	\$8,600 Fixed
Task 6: Levy Submittal and First Year Administration	\$5,800 Fixed
SUBTOTAL: Feasibility Analysis and Mailed Survey	\$41,100
SUBTOTAL: Proposition 218 Fire Assessment Measure	\$63,400
Incidental Costs ²	\$3,500 NTE
TOTAL ^{1,3}	\$116,800

¹ The Work Plan includes up to three in-person meetings for Tasks 2, 3, and 4. As necessary and at the discretion of the City, SCI will attend additional in-person meetings at the in-person meeting rate of \$2,600 per consultant per meeting for the duration of the Work Plan. All other project meetings, stakeholder outreach meetings, and presentations will be conducted remotely via video or voice conference. Video and voice conferences are not considered in-person meetings in the Work Plan.

² Customary incidental expenses, including travel, lodging, printing, postage, data, or other out-of-pocket costs, shall be reimbursed at actual cost plus 10% not to exceed \$3,500, without prior authorization from the City. Mileage expenses shall be billed at the IRS-approved rate.

³ SCI shall submit an invoice upon completion of each task, with payment due upon receipt. However, for Task 2 and Task 4, SCI will invoice 25% of each task fee in advance to partially cover required deposits for printing, addressing, mailing, and postage. These advance payments must be received prior to the mailing of the survey and the ballots.

ADDITIONAL INFORMATION

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

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

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

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

Indemnification. Pursuant to California Civil Code Section 2782.8, SCI will defend and indemnify the District for claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of SCI in the performance of the work.

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

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Aerial view of Cambria, CA
via Google Earth



CAMBRIA COMMUNITY SERVICES DISTRICT

Proposal for:

**Fire Suppression Assessment and
Public Engagement Services**

August 8, 2025



nbsgov.com



32605 Temecula Parkway, Suite 316
Temecula, CA 92592
Toll free: 800.676.7516

nbsgov.com

August 8, 2025

Matt McElhenie
General Manager
Cambria Community Services District
2150 Main Street, #1-A
Cambria CA 93428

RE: Proposal for Fire Suppression Assessment and Public Engagement Services

Dear Matt,

Thank you for the opportunity to assist the Cambria Community Services District (CSD) in forming a new fire suppression assessment. We at NBS collectively have decades of this experience and specialize in various revenue tools for California local governments. We also have specific experience with fire assessments and have developed robust assessment methodologies for this type of assessment.

Our approach recognizes the importance of finding the balance between a legally defensible and robust assessment methodology with clarity and simplicity of communication for stakeholder understanding. We will first work with you to gain a comprehensive understanding of your needs before translating that into the ultimate assessment methodology and communication strategy.

Please feel free to contact me at 800.676.7516 or via email at smares@nbsgov.com if you have any questions or would like to discuss our professional qualifications further. We would genuinely like to work on this project and help the CSD move forward successfully.

Sincerely,

A handwritten signature in blue ink that reads "Sara Mares".

Sara Mares
Chief Operating Officer

A handwritten signature in blue ink that reads "Danielle Wood".

Danielle Wood
Director

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“Thank you for investing your time and talents daily to help make ECCFPD what it is. I also want you to know how thankful I am to serve alongside of you and to provide the best level of services we can on a daily basis.”



Brian Helmick
deputy fire chief

FIRE SUPPRESSION ASSESSMENT FORMATION

1 | COMPANY OVERVIEW


AT-A-GLANCE: HELPING COMMUNITIES FUND TOMORROW

29
YEARS

In Business

100%
ESOP

NBS is a 100% employee-owned S-Corporation

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

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

NBS HEADQUARTERS
32605 Temecula Pkwy | Suite 316
Temecula, CA 92592

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

CONTACT
Sara Mares | 800.676.7516
smares@nbsgov.com

LEGAL NAME
NBS Government Finance Group

DBA
NBS

51
EMPLOYEES

INDIVIDUAL AUTHORIZED TO NEGOTIATE AGREEMENT
Sara Mares, Chief Operating Officer

District Formation Consulting

The NBS District Formation Consulting practice ensures your Special Financing Districts (SFD) and related revenue tools are well-developed from their inception.



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



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



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

2 | PROJECT UNDERSTANDING

Project Understanding: Assessment District Formation

NBS approaches every assessment district with a fresh look to evaluate the location and nature of the specific improvements and services, the characteristics of the property receiving special benefits and the varying circumstances that may be present. Behind that fresh look is the **experience of our team who have been performing annual administration, formation and Prop 218 compliance services for more than 20 years**. Those years have seen an evolution in process and standards with every revision to the law and every new court case that interprets that law and NBS staff is at the forefront of the assessment engineering practice.

This work begins with:

1. Identifying the location of the improvements being maintained
2. Ascertaining accurate maintenance and servicing cost estimates, including a ten-year budgeting forecast inclusive of any needed capital replacement or larger periodic maintenance costs
3. Reviewing the district boundary and parcels assessed
4. Appraising the current general and special benefit language
5. Evaluating the characterization and proportional allocation of special benefits
6. Making recommendations as to how to address any deficiencies discovered
7. Engaging the community to discuss the need and support for the proposed services

NBS manages the above analysis using tools we have developed over many years of providing similar services. To wit, we have customized cost estimation and budgeting tools and GIS Dashboards that provide our clients with resources to work collaboratively through the assessment review and subsequent assessment engineering process.



NBS Engineer's Reports will represent the culmination of the prior analysis and recommendations. Special care is taken in the writing of the Engineer's Reports to prepare a document that is both clear and concise, but also addresses the specificity required of a defensible assessment methodology. It has been made clear through various court cases that simply saying that X% of the benefit is general with no rationale or attempt to utilize metrics to calculate such percentage is not appropriate. Further, simply stating that all parcels receive the same proportional special benefit with no analysis is likewise insufficient.

NBS staff has extensive experience presenting the complex and perhaps arcane topic of assessment engineering to a variety of stakeholders including staff, Board of Directors and property owners. We strive to communicate in a manner that is detailed yet concise and encourage open dialogue to ensure a full understanding is achieved. NBS believes that deliberate and thoughtful communication develops trustworthy and engaged property owners willing to collaborate with the CSD in finding solutions.



3 | SCOPE OF SERVICES

Fire Suppression Assessment Formation

GOALS AND PROJECT SCHEDULE

NBS will communicate with CSD staff, legal counsel and other interested parties to:

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



BUDGET DEVELOPMENT

NBS will review the CSD's budget for the projected cost of providing services. Cost categories may include, but not be limited to, all operating, maintenance and servicing costs, operating reserves, capital improvement reserves, equipment/material replacement reserves, and incidental costs (engineering, legal, CSD staff, and consultants) related to fire suppression activities of the CSD.



PARCEL DATABASE

NBS will establish a parcel database for assessor parcels as currently shown on the County assessor's parcel maps or development maps. The database will include land divisions, ownership and mailing information, and parcel information relevant to the spread of the assessments.

SPECIAL VS. GENERAL BENEFIT ANALYSIS

NBS will review the proposed improvements, maintenance, services, budgets, location and type of improvements, special benefit, general benefit, and recent case law with legal counsel. NBS will meet with CSD staff and legal counsel to discuss appropriate and/or alternative approaches to the proposed assessment, as well as provide staff with related support for the duration of the project.

CSD REVIEW

NBS will communicate with CSD staff for the review of costs, improvements, maintenance, services, statute requirements and benefits conferred.



SEPARATION AND QUANTIFICATION OF PROPORTIONAL SPECIAL BENEFIT

NBS will analyze improvements, maintenance, services, proposed boundaries, assessment characteristics, parcel characteristics, special and general benefits conferred, and assessment engineering industry

standards and sources to separate and quantify the proportional special benefit in compliance with the requirements of Proposition 218 for review by all stakeholders.

METHOD OF ASSESSMENT (RATES)

NBS will prepare a Method of Assessment, including assessment rates, in compliance with the proportionality requirements of Proposition 218 for review by all stakeholders.



RESOLUTIONS, NOTICES AND BALLOTS

NBS will work with legal counsel to prepare Resolutions, notices and ballots, as required, for compliance with the applicable laws. NBS will review legal notice of the public hearing to be published by the Board Secretary.

PRELIMINARY ENGINEER'S REPORT

NBS will prepare, submit and review with CSD staff a Preliminary Engineer's Report, including description of improvements, map of improvements, plans and specifications, cost estimate, assessment methodology, assessment roll and diagram.

FINAL ENGINEER'S REPORT

NBS will prepare, submit and review with CSD staff a Final Engineer's Report, including description of improvements, map of improvements, plans and specifications, cost estimate, assessment methodology, assessment roll and diagram.



PUBLIC HEARING AND BALLOT TABULATION

NBS will tabulate the ballots returned via the most appropriate method (bar code or other) and report the results to the legislative body at the completion of the public hearing.

DIAGRAM RECORDATION

NBS will coordinate with the Board Secretary to have the assessment diagram recorded with the County Recorder.

LEVY CALCULATION

NBS will calculate the first year's levy and process for approval by the Board of Directors simultaneously with the assessment formation proceedings.

MEETING ATTENDANCE



NBS will attend the public hearing to tabulate the ballots and address questions and/or concerns. NBS will attend additional meetings as requested by the CSD subject to additional expenses for time and travel.

CONSULTING SUPPORT

NBS will provide a toll-free phone number for use by the CSD staff and all stakeholders. NBS staff will be available to answer questions regarding the formation.

Public Engagement Services

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



Public engagement is a planned process where the CSD and the community work together to express their points of view and discover common ground. We offer a unique perspective to engagement and outreach efforts because we understand the revenue needs of local government.

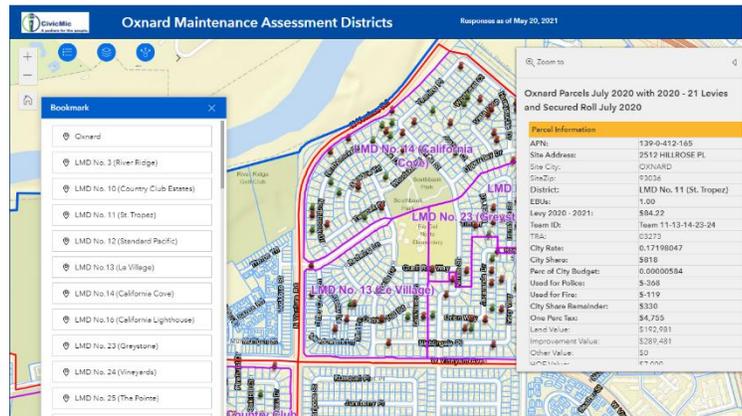
COMMUNICATION TOOLKIT:

NBS provides the development of a comprehensive toolkit, including website content, talking points, multilingual FAQs, postcards, content releases, timelines, checklists, and guidelines for various communication activities.

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

Webpage updates often include, but are not limited to, the following items:

- Background on the need for the project and revenue
- History of use of current funds available to the CSD
- Legislative background
- Online survey
- Meeting announcements and minutes
- Recordings of community meetings
- Calendar of anticipated events (such as community meetings and service schedules)
- Specialized mapping and graphics. The sample map shown here details parcels engaged in a community on CivicMic.com.



EMAIL CAMPAIGN – ESTABLISHMENT OF AN EMAIL LIST

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

FOCUSED COMMUNITY MEETINGS:

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

**SURVEY – DEVELOP ONE ONLINE/MAILED SURVEY TO GATHER INFORMATION**

The survey will be sent at the beginning of the engagement efforts to determine support for the CSD management and to create an educational outreach plan.

WORKING GROUP

The CivicMic team will work with previously identified stakeholders in the community to educate them on a closer level and provide resources for roadblocks in sharing information.

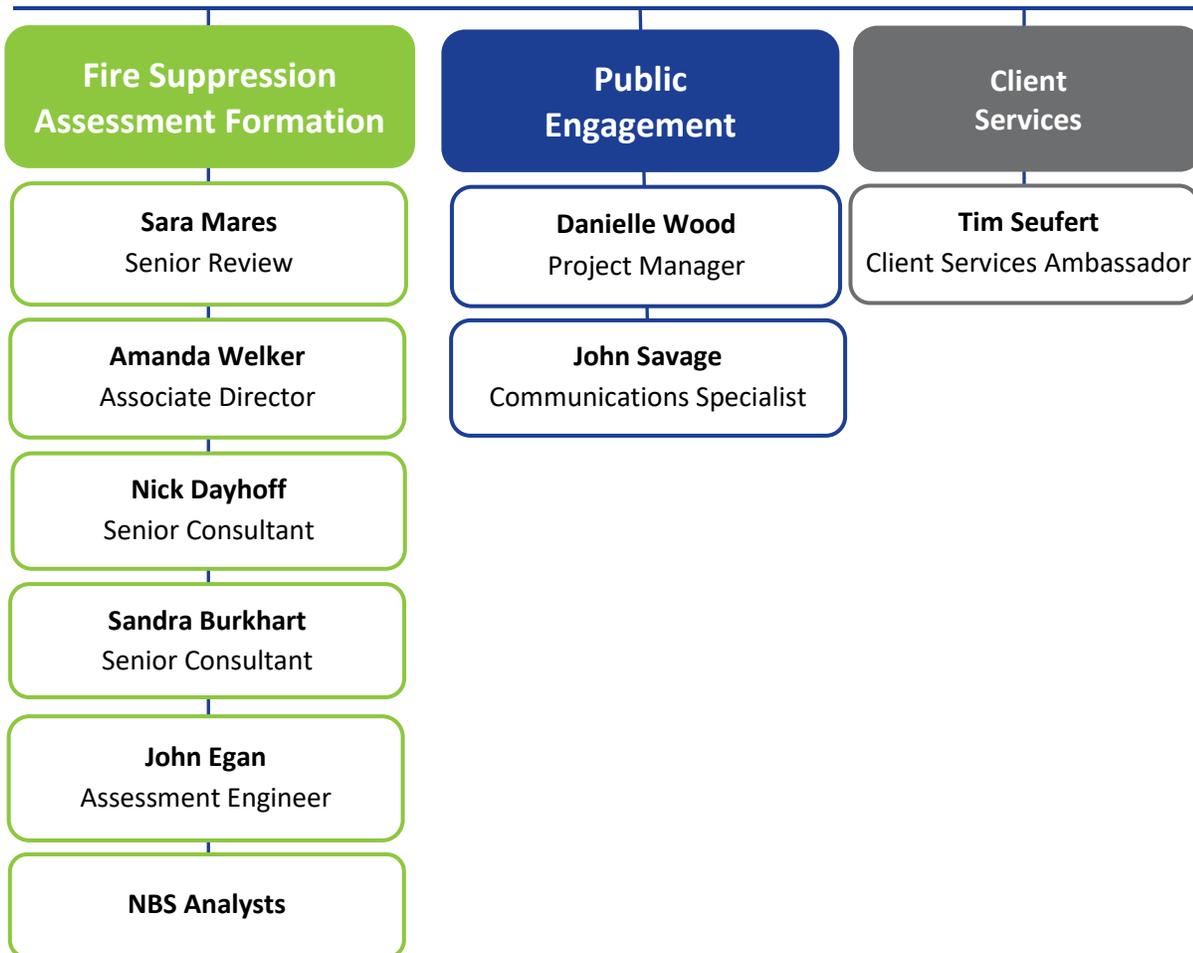
4 | PROJECT TEAM

One of our greatest strengths and a critical element in successful project execution is a team that works cohesively, efficiently, and has expertise in resolving complex issues. Our proposed project team has an in-depth understanding of the various types of Special Financing Districts as well as recent changes to laws, codes, and regulations affecting local governments, including Proposition 218. We treat our clients as partners by developing an intimate knowledge of their needs and responding with strategic and timely solutions. The staff selected are those most qualified based on their experience and backgrounds. Outlined below is a brief overview of NBS’ proposed consulting team for the CSD:

NBS Project Organizational Chart



CSD Stakeholders, Management and Staff



*All work will be performed in-house by the above employee-owners of NBS
Full resumes are included in the Appendix.*

SARA MARES, SENIOR REVIEW

Roles and Responsibilities: Sara Mares will provide technical review, including the evaluation of alternatives and results, as needed throughout the project. She will assist the project team in developing the best solutions that will fit the CSD's unique characteristics and issues.

Work Experience: Sara Mares is Chief Operating Officer with more than 25 years of experience with NBS. She forms Special Financing Districts (SFDs), specializing in Community Facilities Districts and related bond issuance. She also has significant background in forming various types of Assessment Districts. Sara has experience working with all aspects of the formation, annexation and debt issuance process, including planning, project management, budget analysis, rate modeling, financial analyses, formulation of rate and methods of apportionment, and public presentations. She spent many years involved in ongoing special district administration, including working with distressed districts, and brings that experience and perspective to every formation project she works on. She is a registered Municipal Advisor Representative.

AMANDA WELKER, ASSOCIATE DIRECTOR

Role and Responsibilities: As Associate Director, Amanda Welker will be the key point of contact for the CSD and actively involved in the daily management of administration operations.

Work Experience: Amanda is experienced with the administration of Special Financing Districts (SFDs). She has administered dozens of SFDs across 10 counties throughout California, including managing the yearly administrative requirements. Additionally, she has experience with project management, internal public agency processes, analysis of data, and preparation of related annual and continuing disclosure reporting. Amanda has been with NBS for more than six years. She has a Master of Public Administration from California State University Northridge and Bachelor of Arts in English from California Baptist University.

NICK DAYHOFF, SENIOR CONSULTANT

Role and Responsibilities: Under direction of the Project Manager, Nick Dayhoff will be actively involved in the daily management of the project.

Work Experience: Nick Dayhoff has been with NBS for more than 19 years. As a Senior Consultant, he is actively involved with new Special Financing District (SFD) formations including Assessment Districts and Community Facilities Districts, parcel tax modeling, bond issuance/refunding analyses, fiscal impact analyses, and feasibility studies. Nick is a registered Municipal Advisor Representative.

SANDRA BURKHART, SENIOR CONSULTANT

Role and Responsibilities: Under direction of the Project Manager, Sandra Burkhardt will be actively involved in the daily management of the project.

Work Experience: Sandra Burkhardt is a Senior Consultant with NBS. She has a broad background in Special Financing Districts (SFDs), including formations and tax/assessment increases for a variety of types of special assessments and special taxes. In addition, Sandra is versed in annual SFD administration for many types of SFDs. Her depth of experience spans special project implementation and administration, including coordination of public hearings and assisting with code compliance. Sandra's two decades of professional experience includes six years working for public agencies; she brings a valuable public agency perspective to her work. Sandra is a registered Municipal Advisor Representative.

JOHN EGAN, PE, ENGINEER

Role and Responsibilities: As a Registered Professional Engineer, John Egan reviews and signs/stamps engineer's reports. He is also available for general assessment engineering discussion on a conceptual basis.

Work Experience: John Egan has more than 50 years of professional civil and environmental engineering experience.

DANIELLE WOOD, PROJECT MANAGER

Role and Responsibilities: As Project Manager, Danielle Wood will be the primary day-to-day contact for the CSD's project. She will work closely with CSD staff and the team and be in regular communication with the CSD and all others involved in the process. Danielle will also communicate directly with CSD staff to discuss engagement milestones, create and adjust engagement approaches and lead community meetings on behalf of the CSD.

Work Experience: Danielle Wood has more than two decades of experience as a Director at NBS. As one of the developers of CivicMic.com, an online outreach, and collaboration tool, she is a seasoned professional in outreach, public engagement, collaborative governance, special financing district formation, and administration.

JOHN SAVAGE, COMMUNICATIONS SPECIALIST

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

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

NBS ANALYSTS

Roles and Responsibilities: In addition to the team noted above, NBS has additional qualified staff that can assist this project's leadership during times of peak workloads. Under the direction of the project manager, NBS staff are available to participate in the role of Project Analyst or Project Consultant as needed.

Work Experience: These staff add municipal finance, accounting, and financial management experience collectively to the project team. All staff at NBS have extensive applied skills in analytical software, databases, and spreadsheets, as well as a minimum of a Bachelor's level degree from an accredited university.

TIM SEUFERT, CLIENT SUCCESS AMBASSADOR

Role and Responsibilities: As Client Success Ambassador, Tim Seufert will ensure that the CSD's fundamental objectives are being met at all times and that the project is proceeding on a timely basis. He is included on the team as an active representative of our company's commitment to the highest level of service.

Work Experience: Tim Seufert has two decades of local government experience with a wide variety of revenue tools. He also has a decade of corporate financial experience. Tim has been involved with many projects from their inception and feasibility stage to their completion. He has been a presenter at dozens of training seminars, and he is an author on local government finance issues for the California League of Cities, the California Special Districts Association, California Society of Municipal Finance Officers, and other forums.

5 | REFERENCES

Below is a sampling of projects and references similar in scope and magnitude to the CSD's needs.

EAST CONTRA COSTA FIRE PROTECTION DISTRICT*

DISTRICT-WIDE BENEFIT ASSESSMENT ENGINEERING

Project Dates: 2014 – 2015; New effort 2019 to 2020



Contact Information

Brian Helmick
Deputy Fire Chief
4005 Port Chicago Hwy, Ste 250
Concord, CA 94520
P: 925.634.3400
E: bhelm@cccfd.org

NBS Project Team:

Sara Mares, Nick Dayhoff

In 2014, NBS was hired to perform Assessment Engineering services for a proposed new District-wide Benefit Assessment District to fund needed ongoing fire protection and suppression services. Outreach consultant TBWB provided education and outreach services as part of a team approach. Though the ballot process failed in 2015 by a narrow margin, the Chief and Board at the time commended both firms on their diligence, effort and expertise. Most recently, NBS was hired again to proceed on a number of options for revenues, including a new Benefit Assessment, a parcel tax, development impact fees and others. The Benefit Assessment effort was paused just prior to the legislative process beginning as the District was identified to consolidate with another local agency.

*Note that ECCFPD merged with Contra Costa County Fire Protection District (CCCFPD) in 2022 and NBS has contracted with CCCFPD to perform similar services for that agency.

MARIN WILDFIRE PREVENTION AUTHORITY

PARCEL TAX ANALYSIS AND FORMATION CONSULTING

Project Dates: August 2019 – March 2020



Contact Information

Mark Brown
Executive Officer
1600 Los Gamos Dr, Ste 345
San Rafael, CA 94903
P: 415.539.6972
E: mbrown@marinwildfire.org

NBS Project Team:

Sara Mares, Nick Dayhoff

The Marin Wildfire Prevention Authority (the "MWPA") retained NBS to prepare modeling and develop a parcel tax methodology to fund needed fire services in the region. The parcel tax measure was approved by voters on the March 2020 ballot.

COUNTY OF SONOMA

ASTI BRIDGE FEASIBILITY AND FORMATION OF ASSESSMENT DISTRICT

Project Dates: April 2022 – Present



Contact Information

Johannes Hoevertsz
 Director of Sonoma Public Infrastructure
 400 Aviation Blvd.
 Santa Rosa, CA 95403
 P: 707.565.6124
 E: Johannes.Hoevertsz@sonoma-county.org

NBS Project Team:

Sara Mares, Greg Ghironzi

NBS performed feasibility analysis of authorized funding instruments to finance permanent bridge overpass infrastructure in fire prone rural area, allowing for an additional ingress and egress access point for emergency vehicles and residents year round. Community engagement was conducted to understand the level of support from property owners in the affected area. Our team is engaged and in process of formation of a 1913 Act Assessment District in coordination with a long-term debt instrument to finance the special benefit portion of project costs.

KELSEYVILLE FIRE PROTECTION DISTRICT

COMMUNITY FACILITIES DISTRICT NO. 2021-1 FORMATION AND PUBLIC ENGAGEMENT

Project Dates: March 2021 – January 2022



Contact Information

Kristina Navarro
 Financial Analyst/Clerk to the Board
 4020 Main Street
 Kelseyville, CA 95451
 P: 707.279-4268
 E: KNavarro@kelseyvillefire.com

NBS Project Team:

Danielle Wood, Jeremy Jung,
 Pablo Perez, Sara Mares,
 Sandra Burkhart

NBS prepared initial modeling of a variety of revenue tools and the flexibility of the Community Facilities District was determined to be the best fit for the needs of the District. NBS staff then assisted the District through the registered voter CFD formation process, drafting the Rate and Method of Apportionment, Boundary Map and Special Tax Report. The overall guidance and solution-oriented consulting was critical to the CFD Formation effort moving forward. In addition, NBS' CivicMic team was hired to help support public engagement efforts for the District's new formation proposal. The team used social media platforms and created a website specifically for the District to better communicate information to district residents, educate them and allow them to provide feedback. Website updates, emails, social media posts (Facebook, Instagram), and mailers were all part of the media engagement activity. Our process placed a significant emphasis on reaching residents from diverse backgrounds to foster the establishment of genuine discussions from all perspectives. CivicMic planned and hosted virtual community meetings to allow members of the community to discuss problems that were important to them and to promote a sense of community. In addition, we created online surveys to collect information about the proposed special funding district. CivicMic also worked with the District to put together a group of community members eager to provide feedback on the various formation options and the project's process.

Client Testimonial:

"I want to thank you for all of your hard work and assistance during this measure."

6 | COST PROPOSAL

Our professional fees are based on our understanding of the CSD's needs and the effort we believe is necessary to complete the scope of services described.

Fire Suppression Assessment Services

Fire Suppression Assessment Consulting Fees.....	\$45,000
Estimated Expenses.....	\$8,750

* Estimated expenses will be lower if Public Engagement In-person meetings are not performed.

Public Engagement Services Options

All Inclusive Option

Public Engagement Services Fee	\$34,000
Estimated Expenses.....	\$7,500

Option without an In-Person Meeting

Public Engagement Services Fee	\$29,500
Estimated Expenses.....	\$6,500

EXPENSES

Customary out-of-pocket expenses are billed at the actual cost incurred. These expenses may include mailing fulfillment, postage, reproduction, telephone, travel, meals and various third-party charges for data, maps, and recording fees.

ADDITIONAL SERVICES

The table below shows our current hourly rates. Additional services authorized by the CSD but not included in the scope of services will be billed at this rate or the then applicable hourly rate.

Title	Hourly Rate
Senior Review	\$275
Director	\$250
Associate Director / Engineer	\$225
Senior Consultant	\$200
Consultant	\$175
Senior Project Analyst	\$165
Project Analyst	\$150
Project Resource Analyst	\$130
Clerical / Support	\$110

TERMS

Services will be invoiced monthly. Fees for all other services will be invoiced monthly for work completed. Expenses will be itemized and included in the next regular invoice. If the project is prematurely terminated by either party, NBS shall receive payment for work completed. Payment shall be made within 30 days of submittal of an invoice. If payment is not received within 90 days, simple interest will begin to accrue at the rate of 1.5% per month. Either party can cancel consulting contract with 30 days' written notice.

APPENDIX | RESUMES

This appendix contains full resumes for our key project personnel.

SARA MARES | Chief Operating Officer



EDUCATION

- Bachelor of Arts, with honors, Economics, Mills College
- Continuing education from UC Davis, UCLA, CDIAC, etc.

HIGHLIGHTS

- Registered Municipal Advisor Representative
- 24+ years of experience
- Expert Special Tax Consultant
- District Formations
- Reassessment Consulting
- Proposition 218

AFFILIATIONS

- California Society of Municipal Finance Officers (CSMFO)
- California Special Districts Association (CSDA)
- Committee on Special Assessments, Taxes and Other Financing Facilities (CASTOFF)
- Women in Public Finance (WPF)

SPEAKING / MEDIA

- Maintenance Services Funding: A Finance/Public Works Convo, 2023 CSMFO Annual Conference
- Revenue Recovery: From Riches to Rags, and Back to Riches? 2022 CSMFO Annual Conference
- Show Me More Money: Optimizing Revenues in a Post-COVID World. 2022 CSMFO Annual Conference
- Park & Rec Fiscal Toolbox. 2021 CARPD Annual Conference
- A Revenue Cornucopia: A Multi-Faceted Approach to Funding. 2021 CSMFO Annual Conference

BIOGRAPHY

Sara Mares is the Chief Operating Officer of NBS. She forms Special Financing Districts (SFDs), including Fire Assessments, Community Facilities Districts, Parcel Taxes, 1913 Act Assessment Districts, and Benefit Assessment Districts. Sara has experience working with all aspects of the formation process, including planning and feasibility, project management, budget analysis, development of Engineer's Reports and presentations. She also has significant experience with ongoing SFD administration including levy submittal, delinquency management and continuing disclosure. Sara is a Registered Municipal Advisor Representative.

RELEVANT PROJECT EXPERIENCE

- **East Contra Costa Fire Protection District Fire Assessment.** Prior to consolidating with another fire District, ECCFPD explored implementation of multiple revenue strategies to address structural budget deficits compounded by significant growth. NBS prepared an Engineer's Report for a Fire Assessment across the entire District boundary as well as implemented a CFD for new development projects.
- **City of Livermore Assessment District Formation.** The property along Trevarno Lane was served by water and sewer pipelines that were decades beyond their useful life. NBS worked with property owners to form an Assessment District to fund replacement and repair of the water and sewer pipes as well as critical fire hydrants and service lines.
- **City of Patterson CFD & Fire Assessment Formation.** Formation of a Fire Assessment in the area of a specific subdivision to fund staffing of a newly constructed fire station. Formation of services CFD with Future Annexation Area, Subsequent Annexations. CFD funds public safety services.
- **Marin County Fire Parcel Tax.** Implementation and ongoing administration of a parcel tax covering the majority of Marin County to fund fire services. The parcel tax is levied on a building square foot basis and offers a senior low income exemption to qualified property owners who occupy their residence.



“Thank you for investing your time and talents daily to help make ECCFPD what it is. I also want you to know how thankful I am to serve alongside of you and to provide the best level of services we can on a daily basis.” Brian Helmick, Fire Chief, East Contra Costa Fire Protection District

TEAM RESUME

AMANDA WELKER | Associate Director



EDUCATION

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

HIGHLIGHTS

- Experienced Associate Director providing support to NBS' Financial Consulting Group
- Extensive experience in fund analysis and auditing
- Well-versed in legal formation requirements
- Delivers high-quality district administration and client support
- Professional writing and editing skills



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

Nicholas Wilson, Real Estate Manager, Guggenheim Partners



BIOGRAPHY

Amanda Welker is an Associate Director with NBS where she leads a team of dedicated consultants and analysts in district formation and related revenue studies and analysis. Amanda has more than a decade of finance and management experience. Her top skills include effective project management, data and financial analysis, and SFD administration. Amanda's background in the public sector working for a city government provides an added layer to her proven abilities.

RELEVANT PROJECT EXPERIENCE

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

- **City of Oxnard – Annual Special Financing District Administration:** Successfully administers nearly 50 special districts including 38 complex Landscape Maintenance Districts, two Assessment Districts and seven Community Facilities Districts with outstanding bonds totaling more than \$37M. Provides support to Special District staff in the form of administrative and special project consulting, Council meeting attendance, and creating custom forms and spreadsheets for accounting, labor tracking, and other administrative activities. In 2023, developed a LMD Financial Model to integrate into the City's Consolidated LMD Engineer's Report providing improved detail and transparency to both Council and constituents.
- **City of Lincoln – Annual Administration of Bonded Special Financing Districts:** Provides extensive routine financial analysis on outstanding bond issues totaling more than \$145M. Successfully completes annual CDIAAC reporting, parcel audits, and bond calls.
- **Cole County Missouri Fire Protection District – Ground Emergency Medical Transportation Cost Report:** Developed first year cost analysis and report for Federal reimbursement of qualified medical transports. Resulted in the agency's reimbursement of more than \$330,000.
- **South Lake County Fire Protection District- Parcel Audit:** Reviewed and compared GIS and Assessor's data for roughly 9,000 parcels. Resulted in the agency's increase in revenue of more than \$142,000 annually—a revenue increase of 7%.
- **Broadmoor Police Protection District – Project Manager-Multiple Audits:** Led multiple audits of the agency's parcel tax over a 20-year period uncovering substantial findings. Aided the agency in recovering \$1M in lost revenues and correcting previously misclassified data, resulting in additional revenues of approximately \$300k annually—a revenue increase of over 40%.

EDUCATION

- Bachelor of Arts, Finance, California State University, San Diego

HIGHLIGHTS

- Registered Municipal Advisor Representative
- 19+ years with NBS
- Seasoned Professional in District Administration
- District Formations, including PBIDs/CBDs and CFDs
- Sewer Charge Administration
- Continuing Disclosure
- Proposition 218 Compliance and Notification



“I really appreciated the touch-base meeting we had recently, and look forward to working with you in the coming fiscal year.”

Felicia Newhouse, Assistant General Manager, Ross Valley Sanitary District



BIOGRAPHY

Nick Dayhoff is a Senior Consultant with NBS where he forms and administers Special Financing Districts (SFDs). He is actively involved with a broad range of new district formations, bond issuance/refunding analysis, and feasibility studies, and brings years of experience in the annual administration of a variety of types of SFDs to each formation project.

RELEVANT PROJECT EXPERIENCE

- **Downtown Long Beach Alliance:** NBS assisted with the renewal of the Downtown Long Beach Property-Based Business Improvement District, which funds the costs of Clean Teams & Placemaking services, Safety Ambassadors & Homeless Outreach services, Economic Development, and Marketing & Special Events within the area of the PBID. NBS prepared the assessment Engineer’s Report and Assessment Ballots and tabulated the Assessment Ballots at the Public Hearing. Updates were made to the boundary and service levels provided. The District was approved and renewed in July of 2022.
- **City of Culver City:** Formation of a Benefit Assessment District encompassing commercial parcels along West Washington Boulevard. Property owners in the district approved assessments to fund maintenance of roadway medians and lighting that benefitted their parcels that front West Washington Boulevard, a thriving commercial area.
- **San Diego County Citrus Pest Control District:** Formation of an assessment district to fund pest control for citrus growers to protect vital crops.
- **Union Square Community Benefit District (CBD):** Renewal of existing Business Improvement District for the vibrant Union Square shopping district in the City of San Francisco. CBD assessments fund a clean & safe program, marketing efforts, and program administration.

TEAM RESUME

SANDRA BURKHART | Senior Consultant



EDUCATION

- Bachelor of Arts/Business Economics, University of Nevada, Las Vegas

HIGHLIGHTS

- Registered Municipal Advisor Representative
- Seasoned public agency revenue consultant with a focus in Special Financing Districts (SFDs)
- Extensive background in project management support to state and local government in the areas of tax and assessment related levies, fund accounting, budget administration
- More than 20 years of local government and finance experience

AFFILIATIONS / AWARDS

- Camarillo Health Care District Advisory Panel: Member
- Camarillo Kiwanis Club: Member
- Pacific Coast Business Times "Top 50 Women in Business" Recipient 2016; "Top Women in Business" Recipient 2013; "Top Leaders in Community Leadership" 2010; and "40 Under 40" Recipient 2008
- President's Council on Service and Civic Participation "The President's Volunteer Service Award" Recipient 2008

BIOGRAPHY

Sandra Burkhardt is a Senior Consultant at NBS where she forms and administers various types of Special Financing Districts (SFDs), both bonded and non-bonded, including 1911 and 1913 Act Assessment Districts, Landscape and Lighting Districts, Benefit Assessment Districts and Property and Business Improvement Districts. She is actively involved with district formations, bond issuance analysis, and the daily management of district administration services.

RELEVANT PROJECT EXPERIENCE

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

- **City of Fairfield District Fund Balance Review and Budget Audit.** Performed a fund balance review and budget audit of the City's 19 Landscaping and Lighting Maintenance Assessment Districts and associated Annexations. The project also included a district boundary audit and a final findings report with recommended corrective actions.
- **County of Imperial Assessment District Formation.** NBS is currently assisting with the formation of a new Assessment District to fund maintenance, operation and servicing of water, sewer, street lighting and common area improvements. NBS prepared and mailed ballots to property owners and will be assisting with the Public Hearing and Ballot Tabulation.
- **City of Palmdale LMD Assessment District Formations.** Prior to transitioning Community Facility Districts, assisted the City with ongoing Landscape and Lighting District Formations as new development came online. NBS assisted with the legislative process, preparation and mailing of ballots to property owners and the final Public Hearing and Ballot Tabulation.
- **City of Pomona LLAD Assessment District Formation.** Formation of replacement LLAD. LLAD funds maintenance and operation of streetlights, trees, landscaping, open space, etc.
- **City of Tulare PBID.** NBS is currently assisting with the formation of a new Property and Business Improvement District to fund the costs of marketing and special events, "Clean and Safe Program," Economic Development, Homelessness Services, and maintenance services within the proposed PBID area. NBS will be preparing the Management District Plan, Engineer's Report, Assessment Ballots and Tabulation.
- **City of Sierra Madre Assessment District Formation.** The City's downtown area had multiple assessments in place to fund a variety of services. NBS was engaged to form a new Landscape and Lighting Assessment District that would consolidate the services under one funding tool, expand the services and create a more inclusive Downtown LLD. NBS provided detailed general and special benefit analysis and assessment engineering services for the new District, including developing a new Engineer's Report, along with mailed notices and ballots.

LICENSE

- Registered Professional Engineer
- State of California C14853

EDUCATION

- Bachelor of Science, Civil Engineering, Iowa State University
- Master of Science, Business Administration, Anderson Graduate School of Management, University of California Los Angeles

PROFESSIONAL AFFILIATIONS

- American Public Works Association (APWA)
- American Society of Civil Engineers
- American Water Works Association (AWWA)
- American Academy of Environmental Engineers

BIOGRAPHY

John Egan has more than 50 years of professional civil and environmental engineering experience. John is responsible for direction of conceptual development, planning, design, and preparation of construction documents and planning studies for a variety of public works and private development projects. In this capacity, he directs and/or supervises preparation of planning, derivation and analysis of alternatives, comparative costs and design efforts, and is responsible for project administration, client coordination and construction management services.

John's related experience concerning the planning and conduct of special assessment projects includes use and/or administration of the Municipal Improvement Acts of 1913 and 1915, Mello-Roos Community Facilities Act of 1982, and the Uniform Standby Charge Procedures.

John was the Assessment Engineer/Engineer-of-Work for conduct and implementation of numerous assessment districts utilizing provisions of various assessment acts, including the Landscape and Lighting Act of 1972 and the 1913 and 1915 Municipal Improvement Acts

RELEVANT PROJECT EXPERIENCE

- City of Folsom, Lighting and Landscape District
- City of Monrovia, Maintenance Assessment District
- City of San Jacinto, 90+ Landscape and Lighting District Zones of Benefit
- City of San Leandro, Neptune Drive Flood Control Assessment District
- City of Tulare, Property-Based Business Improvement District
- City of Union City, Union Landing Property & Business Improvement District
- City of Vista, Lighting and Landscape District
- City/County of San Francisco, Ocean Avenue Community Benefit District
- County of Imperial, County Service Area Formation
- Valley-Wide Recreation and Park District, Multiple Landscape and Lighting Districts

TEAM RESUME

DANIELLE WOOD | Director**EDUCATION**

- Bachelor of Science, Business Administration/Finance, California State University San Bernardino
- Advanced Public Engagement for Local Government Program, Pepperdine School of Public Policy
- Planning for Effective Public Participation Program, International Association for Public Participation

HIGHLIGHTS

- Skilled Public Engagement Specialist
- Experienced Communications Professional
- Seasoned Consultant in Special Financing District (SFD) Formation and Administration
- Outreach
- Public Engagement
- Collaborative Governance
- Adaptive Management
- More than Two Decades of Experience

AFFILIATIONS

- California Public Information Officials (CAPIO)
- California Society of Municipal Finance Officers (CSMFO)
- Municipal Management Association of Southern California (MMASC)
- Women in Public Finance (WPF)

BIOGRAPHY

Danielle Wood is a Director with NBS where she provides public engagement, outreach, and collaborative governance client services and project management efforts for a number of our clients. She has two decades of experience working with local governments and communities across California.

RELEVANT PROJECT EXPERIENCE

- **Downtown San Mateo Association District Public Engagement Services for BID Renewal.** Public Engagement services for the renewal of the existing Business Improvement District (BID). Created a framework for outreach efforts that resulted in increased cooperation from business owners. Developed a comprehensive website to better inform business owners about the District's initiatives and how they can benefit from them. Interviewed business owners via phone and online surveys, allowing for tailored and consistent messaging.
- **City of Oxnard Ongoing Long-term Outreach, Public Engagement and Collaborative Governance Services.** Public engagement plan development for the evaluation of existing land secured financing districts that includes items such as a dedicated webpage, email campaign, advisory committee formation and collaborative governance program. There are more than 21 communities that have participated in our surveys, community meetings and ongoing development, and complete restructuring of the Landscape Maintenance Districts. Project started in 2019 and is ongoing.
- **City of La Habra Heights Ongoing Public Engagement Services.** Community engagement for a recently formed Benefit Assessment District (BAD), including a public engagement plan, webpage development, web maps, and other engagement services. Project started in 2018 and is ongoing.
- **City of San Leandro Outreach and Public Engagement Services.** Outreach and public engagement services to gauge overall property owner support for the formation of an Assessment District. Public engagement efforts have included items such as the creation of a dedicated public engagement webpage, multiple information releases, surveys, recorded meetings, and community participation web maps. Project started in 2019 and is ongoing.
- **City of Culver City Outreach Services.** Outreach and Public Engagement services for the formation of a new Property Business Improvement District for a very unique community within the City. Outreach services included an area profile analysis, a public informational mailer and survey, and in person and virtual public meetings. Project started in 2018 and is ongoing.



“We greatly appreciate your follow up, follow through and commitment to our community! We all desire to live well and thrive for the good of the whole city!”

Property Owner, City of Oxnard

EDUCATION

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

EXPERTISE

- Adobe CC: Photoshop, Illustrator, InDesign, Premiere and After Effects
- WordPress site design, development, and content management
- HTML, CSS, and JavaScript for responsive web design and basic webapp creation
- UX/UI principles for user-friendly digital experiences
- Email marketing design: MailChimp, Constant Contact, Infusionsoft
- Microsoft Office, G Suite

BIOGRAPHY

John Savage brings more than a decade of professional experience in public engagement, outreach, strategic communications, and content creation. As a skilled designer, writer, and editor, John specializes in developing original, targeted content across social media, web, and print platforms.

John is experienced in building trust with stakeholders and diverse communities by crafting authentic, data-driven messaging strategies. His collaborative approach ensures that communication goals align with community needs while delivering consistent, engaging content across multiple platforms—including video, audio, motion graphics, social media, print, and web.

RELEVANT PROJECT EXPERIENCE

- **Ocean Avenue Community Benefit District (CBD) Renewal:** Led the creation and management of a dedicated project website to support the renewal of the Ocean Avenue Community Benefit District. Developed clear, accessible content explaining the assessment district process, benefits of renewal, and project milestones. Designed surveys, FAQs, infographics, and multimedia assets including an interactive map to educate property owners and the community. Supported stakeholder engagement by facilitating online content delivery, ensuring materials were easy to navigate and available ahead of and after meetings. The effort helped maintain transparency and build support throughout the petition and renewal process.
- **Broadmoor Police Protection District:** Developed and implemented a comprehensive digital and print communications campaign to increase transparency and build community trust in the Broadmoor Police Protection District. Created a dedicated project website with financial transparency content explaining revenue sources, budget allocation, and public safety investments. Produced multilingual FAQs, social media content, postcards, doorhangers, and banners to ensure broad community reach. Facilitated stakeholder engagement and provided talking points for leadership, while showcasing community policing efforts, safety innovations, and legal frameworks unique to police districts in California. The effort strengthened connections with residents through clear, accessible information and multi-platform outreach.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Fire Protection Committee

AGENDA NO. **4.B.**

FROM: Matthew McElhenie, General Manager
Michael Burkey, Fire Chief
Denise Fritz, Administrative Department Manager

Meeting Date: August 21, 2025 Subject: Discussion on Fire Department Needs as Related to a
Potential Benefits Assessment

FISCAL IMPACT:

Staff is evaluating the potential fiscal impact of implementing a fire benefits assessment (tax). Upon completion of this evaluation, a detailed analysis will be provided.

DISCUSSION:

The Cambria Fire Department faces urgent challenges in maintaining the operational readiness and infrastructure needed to protect the community from wildfire and other emergencies. Current funding levels limit the department’s ability to modernize critical equipment, upgrade facilities, and sustain essential programs that directly reduce fire risk and enhance emergency response.

A key priority is strengthening vegetation management and fuel reduction efforts across Cambria’s wildland-urban interface. Dedicated resources would support parcel-level inspections, defensible space enforcement, and coordinated fuel mitigation programs in partnership with regional and state agencies. These proactive measures are vital to reducing the intensity and spread of wildfires before threatening homes and infrastructure. Equally important is improving and maintaining emergency infrastructure, including fire apparatus, water supply systems, and communications technology. Reliable equipment and modern systems are essential to ensure rapid, coordinated responses during simultaneous incidents or extended emergencies.

The proposed benefit assessment would also advance evacuation planning and community preparedness initiatives. This includes maintaining and enhancing identified evacuation routes, producing updated evacuation guides, and expanding public education programs such as the Neighborhood Liaison Program. These efforts help ensure residents are informed, prepared, and can evacuate safely during a major incident.

While competitive compensation remains a component of long-term sustainability, helping retain skilled personnel, this funding measure would also focus on the operational capabilities, infrastructure resilience, and wildfire prevention programs that protect the community.



CAMBRIA CSD FIRE DEPARTMENT

Michael Burkey, Fire Chief

2850 Burton Drive • Cambria, CA 93428

P: 805-927-6240 • C: 805-635-5982 • Email: mburkey@cambriacs.org



Cambria Fire Department – Needs List for Benefit Assessment Planning

Objective: To identify critical services, staffing, equipment, and infrastructure necessary to enhance emergency response, public safety, and wildfire resilience in Cambria. Each listed item provides a special benefit to assessed properties, as required by Proposition 218.

1. Sustainable Fire Department Staffing & Employee Salaries

Ensuring adequate and stable staffing is the highest priority to maintain reliable, high-quality emergency response and fire protection services.

- **Retention of Trained Firefighters and Paramedics**
Competitive salaries are essential to retain experienced personnel who understand Cambria's terrain, climate, and community needs.
- **Seasonal Staff Compensation**
Providing compensation and training for seasonal personnel will enhance the department's capacity to respond effectively during wildfire season and other peak-demand periods.

Special Benefit to Property Owners:

Reliable staffing means faster response times, greater fire suppression capabilities, and improved life safety, all of which directly protect residential and commercial parcels within the district.

2. Vegetation Management & Wildfire Risk Reduction

Reducing fuel loads and improving defensible space are essential to protecting life and property in Cambria's wildland-urban interface (WUI). The highest priority in this area is the establishment of a dedicated Fire Marshal to lead and manage all related programs.

Fire Marshal Position (Top Priority in This Category)

A full-time Fire Marshal is critical for directing wildfire mitigation, code enforcement, public education, and inter-agency coordination.

Key Responsibilities:

- Enforce defensible space and fire code compliance
- Oversee fuel reduction projects (e.g., shaded fuel breaks, roadside clearance)
- Coordinate with CAL FIRE, SLO County, and local organizations
- Lead public education campaigns
- Identify and manage grant opportunities

Special Benefit:

Parcel-specific inspections, enforcement, and mitigation reduce structure ignition risk and increase survivability, directly benefiting each assessed property.

3. Emergency Response Equipment & Vehicles

Modern, well-maintained equipment ensures Cambria Fire can respond effectively across rugged terrain and during simultaneous incidents.

- **Water Tender Replacement & Engine Fleet Renewal**
To ensure a reliable water supply in areas without hydrants, the department's 20+ year-old water tender will be replaced. A revolving program for the timely replacement of frontline engines will also be established to maintain operational readiness.
- **EMS and Rescue Equipment**
Enhances the department's capacity for delivering emergency medical care.
- **Firefighter PPE and Tools**
Keeps firefighters safe and operationally ready.

Special Benefit:

Improves direct suppression and EMS capacity for fires and medical calls, benefiting all parcels in the service area.

4. Communication & Alerting Systems

Effective communication saves lives and property by ensuring timely alerts and seamless coordination during emergencies.

- **Community-Wide Alerting Systems (Siren Infrastructure, Local Radio, etc.)**
Fills gaps in cell service and provides redundant warning systems.
- **Two-Way Radio Network Upgrades**
Ensures clear communication between fire personnel and mutual aid responders.
- **GIS-Based Mapping and Evacuation Tools**
Improves real-time planning and evacuation coordination.
- **Printed and Digital Evacuation Guides**
Ensures residents have access to personalized evacuation maps and zone instructions.

Special Benefit:

Every property directly benefits from improved evacuation coordination and emergency notification systems.

5. Community Preparedness Programs

Empowering residents and neighborhoods improves survivability and recovery after emergencies.

- **Neighborhood Liaison Program Support**
Funds coordination, training, and materials to expand local preparedness networks.
- **Annual Preparedness Fairs and Wildfire Education Workshops**
Encourages community-wide compliance with fire safety standards.
- **Public Education Campaigns and Materials**
Increases awareness of risks, responsibilities, and mitigation strategies.

Special Benefit:

Prepared communities are more resilient, and well-informed property owners are more likely to reduce risk on their own land.

6. Fire Station & Facility Resilience

Invest in facility improvements and housing accommodations to support staffing needs, ensure readiness during extended incidents, and provide adequate space for apparatus and equipment. Station upgrades ensure the department remains operational during and after disasters.

- Backup Power Systems (Generators, Solar + Storage)
Keeps the station functional during grid outages and major incidents.
- Seismic and Structural Hardening
Reduces the risk of damage from earthquakes or wildfires.

Special Benefit:

Improved station resilience supports uninterrupted emergency response to all parcels, including those in hard-to-reach or high-risk zones.

7. Evacuation Studies & Route Creation

Comprehensive evacuation planning is critical for ensuring community safety during wildfires, earthquakes, or other large-scale emergencies. Cambria's location within a complex topography and limited roadway network presents unique challenges that require detailed study and proactive solutions.

Evacuation Route Analysis

Conduct in-depth studies to assess current evacuation routes for capacity, safety, and accessibility under emergency conditions.

Route Enhancement & Signage

Identify, upgrade, and maintain primary and secondary evacuation routes, including road widening, vegetation clearance, and high-visibility, weather-resistant signage installation.

Traffic Flow & Congestion Mitigation

Develop and implement strategies to reduce traffic bottlenecks during evacuations, such as staged zone departures and traffic control points.

Integration with Alert Systems

Ensure evacuation plans are fully integrated with communication systems for real-time instructions and updates.

Special Benefit:

Improved evacuation routes, informed traffic management strategies, and clear public guidance reduce the risk to life and property during emergencies, benefiting every district assessed parcel.

Next Steps Toward a Benefit Assessment:

1. Cost Estimation: Determine detailed budget needs for each item listed.
2. Benefit Apportionment: Work with an engineer to assign proportional benefit to each parcel type (e.g., residential, commercial, vacant).

3. Engineer's Report: Prepare a Proposition 218-compliant assessment methodology and cost distribution.
4. Community Engagement: Launch outreach campaign to inform and involve property owners.