CITY OF COLTON, CA

Comprehensive Fire Prevention Fee Study/Update



WILLDAN

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Cover Letter

December 5, 2024

Mr. Jon Boggs
Battalion Chief/Fire Marshal
City of Colton, Fire Department
303 East E Street
Colton, CA 92324

Re: Proposal to Conduct a Comprehensive Fire Prevention Fee Study/Update for the City of Colton

Dear Mr. Boggs,

As you know, municipal agencies throughout California are constantly challenged to do more with less. Cities must routinely address competing priorities and objectives with limited financial resources, while maintaining high standards of service and responsiveness to their communities. Processes and staffing often evolve as staff seek out more cost-effective service models; or sometimes practices change out of necessity in response to events such as the recent pandemic.

Considering this, ***it is critical for the City of Colton ("City") to ensure that its fees for Fire Prevention-related services are comprehensively updated, utilizing a legally defensible methodology and updated information and data to reflect current processes and staffing, account for the true cost of providing services, and ensure maximum appropriate cost recovery, so that the revenues generated by fees cover the cost of those services to the greatest extent possible.*** City staff, and ultimately City Council, need a clear understanding of standards, service levels and the associated costs. Recognizing this, the City has responded by soliciting proposals for a Comprehensive Fire Prevention Fee Study.

Willdan Financial Services ("Willdan") is uniquely qualified to assist the City of Colton with this project, following are specific advantages that Willdan brings to the City for this study:

Direct Experience with the City of Colton – Willdan is fortunate to have an extensive and successful history of working with the City of Colton. We are currently partnering with the City on the ongoing administration of existing special districts, SEC, CDIAC and IRS reporting for outstanding municipal bonds, formation of new Community Facilities Districts and annexations of property to existing districts, and Special Tax Consulting. We also previously worked with the City on a Development Services Fee Study, a Comprehensive User Fee Study and a Cost Allocation Plan. Four of the members of this proposed project team have worked previously with the City on the above-mentioned projects, providing ***unique continuity and institutional knowledge***. We will bring the same level of professionalism, commitment, and expertise the City has come to expect from Willdan to this engagement, and w***herever feasible, will leverage existing relationships with City Staff and knowledge of the City to effectively gather data, clarify questions and initiate the project in a timely, cost-effective and efficient manner – allowing us to focus on analysis and results.***

Extensive Experience with Similar Work for Southern California Cities — Willdan has also worked recently with numerous public agencies around Southern California with objectives very similar to those for this study. ***Our work specific to Fire and Ambulance focused user fee studies includes Fullerton Fire, CA; Burney Fire Protection District, CA; Calexico, CA; Coronado, CA; Palm Desert, CA; Gilbert, AZ; and Clermont, FL.*** Other Recent and ongoing comprehensive fee studies (which include fire prevention fees) include the Cities of Burbank, Irvine, Tustin, Brea, Fullerton, Stanton, Corona, Chino, Chino Hills, Eastvale, Norco, , Arcadia, Fontana, Claremont, Upland, San Dimas, Diamond Bar, La Verne, Murrieta, and Lake Elsinore. ***Our local experience enables us to bring valuable perspective and insight from other local cities' approaches to developing fees and their policies on fee setting and subsidies and will assist us in conducting meaningful and efficient fee comparisons***.

Collaborative Approach, Commitment to Support and User-friendly Models and Reports — Willdan prides itself on working closely with City staff to develop and explain an approach that is targeted toward your specific objectives, and then working together with you to gather first-hand information regarding the processes and tasks required to provide services to those requesting them. ***This is a distinct advantage we will bring in our approach with the City of Colton. A collaborative approach and dedicated support ensure we clearly understand your goals and challenges, and just as importantly, you understand and are comfortable with the process, assumptions, key drivers, and the results.***

We create user-friendly Excel-based models that the City can retain and conduct our analysis and develop the model collaboratively with City staff. Rather than using an inflexible proprietary software program, we construct our models from the ground up, mirroring the City's budget format wherever possible. As a result, ***the information contained in our models is easy for City staff to interpret, and the familiar software ensures ease of navigation***

Created directly from the models, our reports clearly and graphically illustrate full and recommended levels of cost recovery and projections of revenue for fee programs, break down the costs into direct and indirect overhead categories, and present the fee methodologies***.***

Our approach is geared toward delivering work on schedule and presenting results at public meetings and Council workshops to stakeholders and elected officials.

Our approach is geared toward delivering work on schedule and presenting results at public meetings and Council workshops to stakeholders and elected officials who typically don't want or need to see the deep detailed analysis.

We are excited about this opportunity to serve the City of Colton. To discuss any aspect of our proposal, please contact me; my contact information is provided in the table below.

Willdan Financial Services
Proposal Contact
Chris Fisher
Vice President / Director
27368 Via Industria, Suite 200 | Temecula, CA 92590
Tel #: (951) 587-3500 | Fax #: (951) 587-3510
Email: CFisher@Willdan.com

As a Vice President of Willdan Financial Services, I am authorized to bind the firm to the terms of this proposal, as well as the subsequent agreement.

Respectfully,

WILLDAN FINANCIAL SERVICES

Chris Fisher
Vice President / Director

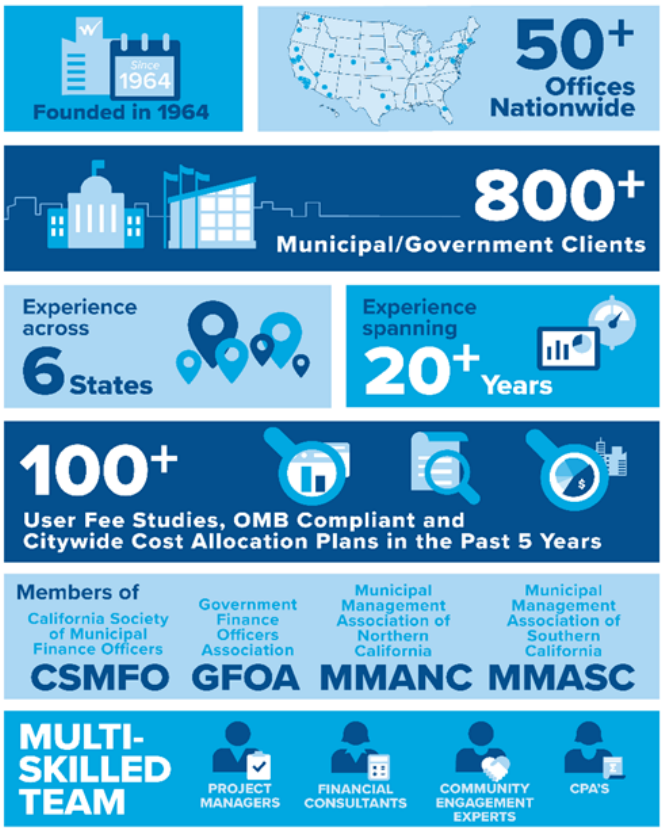
1. Firm Experience

Firm Profile

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has approximately 1,500 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities — ***five of whom are committed to contributing their expertise throughout the duration of the City of Colton's Fee Study engagement.***

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by changes in resources, infrastructure, technology, regulations, and industry trends.



Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is a national firm and is one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of infrastructure challenges.

Our staff of nearly 80 professionals support our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Willdan assists local public agencies by providing the following services:

Willdan Financial Services
Services

- User fee studies;
- Cost allocation studies;
- Utility rate and cost of service studies;
- Real estate economic analysis;
- Feasibility studies;
- Municipal Advisory;
- Arbitrage and continuing disclosure services;
- Economic development strategic plans;
- Development impact fee establishment and analysis;
- District administration services;
- Property tax audits;
- Tax increment finance district formation and amendment;
- Housing development and implementation strategies;
- Debt issuance support; and
- Long-term financial plans and cash flow modeling.

References

Below are recent project descriptions, including client contact information, which are similar in nature to those requested by the City of Colton engagement. We are proud of our reputation for customer service and encourage you to contact these clients regarding our commitment to completing the projects within budget and agreed upon timelines.

City of Burbank, CA
Comprehensive User Fee Study

In Spring of 2023 Willdan completed a comprehensive master user fee study for the City of Burbank. Burbank is a large, diverse city with a full range of municipal services. We worked with City staff to gather the necessary data to incorporate appropriate central service overhead factors from the City's current Cost Allocation Plan into this analysis. Following this, we analyzed the current fee schedule, developed a detailed cost-of-service analysis, and calculated the full cost of providing services for which fees are charged.

We also evaluated opportunities to implement new fees and eliminate obsolete ones. Finally, we conducted fee comparisons with other local municipal agencies and worked with City Staff to develop fee-setting recommendations that incorporated policy guidelines and presented these to the City Council for adoption.

Willdan updated many of the fee programs and their structures. Final master fee recommendations were made to address the City's goal to maximize the recovery of the costs of providing services, to the best extent possible, including overhead. The final steps of the process included a detailed presentation to the City Council, and delivery to the City of the fee model for their future use.

Client Contact: Justin Hess, City Manager
275 E. Olive Avenue, Burbank, CA 91510
Tel #: (818) 238-5800| Email: jhess@burbankca.gov

City of Arcadia, CA
Comprehensive User Fee Study and Full Cost Allocation Plan

Willdan prepared a Cost Allocation Plan, OMB Compliant Cost Allocation Plan, and Comprehensive User Fee Study for the City of Arcadia. Willdan developed a cost allocation plan and model that fully allocated central overhead costs to appropriate operating departments, funds, and/or programs. This portion of the project involved the development of two models: a full Cost Allocation Plan and an OMB compliant Cost Allocation Plan. The OMB compliant Plan was developed using the same model, utilizing a toggle to remove previously flagged costs that would not be allocable under OMB guidelines.

Utilizing the full CAP, Willdan completed the comprehensive user fee study. Willdan completed both studies concurrently, in a manner that fully identifies and takes into account direct and indirect costs, along with changes in staffing, structure, and methods of service delivery.

Client Contact: Laena Shakarian, Management Analyst
240 West Huntington, Arcadia, CA 91007
Tel #: (626) 574-5434 | Email: lshakarian@ArcadiaCA.gov

City of Irvine, CA
Comprehensive User Fee Study, Cost Allocation Plan & OMB Cost Allocation Plan

Willdan completed a comprehensive user fee study and full cost allocation plan for the City of Irvine. The cost allocation plan was also OMB compliant, whereas the user fee study focused on the community development/ planning, city clerk, public safety, and public works departments.

In addition to identifying the true costs of City-provided services, Willdan staff worked with each department to identify opportunities in recovering costs of services for which no fee had previously been collected.

Willdan also conducted the City's previous study, as well as updates to the studies, and was recently re-selected to conduct a Building and Safety User Fee.

Willdan was re-selected, through competitive bid, to conduct a Master User Fee Study and Cost Allocation Plan, with annual updates, for three years.

Client Contact: Amy Roblyer, Senior Management Analyst – Fiscal Services
One Civic Center Plaza, Irvine, CA 92606
Tel. #: (949) 724-6255 | Email: aroblyer@cityofirvine.org

Previous Studies

Provided in the table below is a list of the public agencies in which similar services are currently in progress, or have been completed, in the previous five years.

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	**Project Description**
City of Amarillo, TX	Cost Allocation Plan
City of Arcadia, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Arroyo Grande, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Arvin, CA	Cost Allocation Plan
City of Aurora, CO	Cost Allocation Plan and Comprehensive User Fee Study
City of Barstow, CA	Cost Allocation Plan
City of Bedford, TX	Cost Allocation Plan
City of Belmont, CA	Development Services User Fee Study
City of Bellflower, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Benicia, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Blythe, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Bradbury, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Brea, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Brighton, CO	Cost Allocation Plan
City of Burbank, CA	Comprehensive User Fee Study
City of Calexico, CA	EMS User Fee Study
City of Canyon Lake, CA	Comprehensive User Fee Study & EMS User Fee Study
City of Capitola, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Cave Creek, AZ	Cost Allocation Plan and Comprehensive User Fee Study
City of Chino, CA	Comprehensive User Fee Study, Cost Allocation Plan and Indirect Cost Rate Studies
City of Chino Hills, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Claremont, CA	Cost Allocation Plan and User Fee Study
City of Clermont, FL	Building & Safety Department User Fee Study
City of Coachella, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Commerce City, CO	Comprehensive User Fee Study and Development Impact Fee Study
City of Coppell, TX	Full Cost Allocation Plan
City of Covina, CA	Comprehensive User Fee Study
City of Cudahy, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of DeSoto, TX	Comprehensive User Fee Study
City of Diamond Bar, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	**Project Description**
City of Dinuba, CA	Cost Allocation Plan & User Fee Study
City of El Cerrito, CA	Cost Allocation Plan and Community Development Department User Fee Study
City of El Monte, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Updates, and Development Impact Fee Study
City of Eastvale, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Encinitas, CA	Development Services User Fee Study and Cost Allocation Plan and Updates
City of Fillmore, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Foster City, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Fountain Hills, AZ	Comprehensive User Fee Study
City of Fountain Valley, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Fontana, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Fullerton, CA	Community Development Department User Fee Study and Fire Department User Fee Study
City of Georgetown, TX	Cost Allocation Plan
City of Gilroy, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study & 2023 CPI Updates
City of Goleta, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Hayward, CA	Comprehensive Master User Fee Study, Full Cost Allocation Plan, and Updates, and Rental Inspection Program Fee Analysis
City of Hesperia, CA	Comprehensive User Fee Study
City of Hollister, CA	Planning User Fee Study
City of Hughson, CA	Cost Allocation Plan, User Fee Study and Development Impact Fee Study
City of Indian Wells, CA	Comprehensive User Fee Study & Updates
City of Irvine, CA	Cost Allocation, OMB Compliant Plan, Comprehensive User Fee Study, and Building & Safety Fee Update
City of Irwindale, CA	Cost Allocation Plan, User Fee Study and Development Impact Fee Study
City of Kingsburg, CA	Full & OMB Compliant Cost Allocation Plan
City of La Puente, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of La Verne, CA	Cost Allocation Plan
City of Lakeport, CA	Comprehensive User Fee Study
City of Lake Elsinore, CA	User Fee Study and Cost Allocation Plan and Updates
City of Lindsay, CA	Cost Allocation Plan, User Fee Study, and Impact Fee Analysis
City of Lomita, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Analysis
City of Los Alamitos, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Los Altos, CA	Cost Allocation Study, OMB Compliant Plan, and Comprehensive User Fee Study
City of Los Angeles, CA	Building & Safety User Fee Study
City of Los Banos, CA	Full Cost Allocation Study, OMB Compliant Plan, and Comprehensive User Fee Study

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	**Project Description**
City of Lynwood, CA	User Fee Study and Cost Allocation Plan, and Updates
City of McFarland, CA	Cost Allocation Plan and Utility Rate Study
City of Manteca, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Mesquite, TX	Cost Allocation Plan and OMB Compliant Plan, and Updates
City of Melissa, TX	Cost Allocation Plan and Comprehensive User Fee Study
City of Mission Viejo, CA	Comprehensive User Fee Study and Cost Allocation Plan, and Updates
City of Missouri City, TX	Full and OMB Compliant Cost Allocation Plan and User Fee Study
City of Montebello, CA	Cost Allocation Plan and User Fee Study, and Updates
City of Monterey Park, CA	Cost Allocation Plan and User Fee Study, and Updates
City of Monterey, CA	Cost Allocation Plan and Indirect Cost Rate
City of Mountain View, CA	Comprehensive User Fee Study and Cost Allocation Plan
City of Murrieta, CA	Comprehensive User Fee Study, Cost Allocation Plan, and OMB Compliant Plan and Updates
City of Napa, CA	Comprehensive User Fee Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of National City, CA	Cost Allocation Plan, OMB Compliant Cost Allocation Plan, and Comprehensive User Fee Study
City of North Port, FL	User Fee Study
City of Oroville, CA	Cost Allocation Plan and Updates
City of Oviedo, FL	Cost Allocation Plan
City of Palm Desert, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Palm Springs, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Patterson, CA	Comprehensive User Fee Study, Cost Allocation Plan and Updates
City of Paramount, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Petaluma, CA	Cost Allocation Plan, User Fee Study, CIP Admin Rate & Work Order Rate Analysis, Hourly Overhead Rates, and ISF Allocation Study, and Updates
City of Pismo Beach, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Pittsburg, CA	User Fee Study and Cost Allocation Plan, and Updates
City of Pleasant Hill, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Pomona, CA	Master Fee Schedule Update and Development Impact Fee Review
City of Richmond, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Rosemead, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of St. Helena, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study, and Updates
City of San Anselmo, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Bruno, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of San Dimas, CA	Cost Allocation Plan and Comprehensive User Fee Study

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	**Project Description**
City of San Fernando, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study, and Updates
City of San Jacinto, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of San Luis, AZ	Cost Allocation Plan
City of San Marcos, CA	Cost Allocation Plan, Indirect Cost Rate Studies and Comprehensive Citywide User Fee Study
City of Santa Cruz, CA	Citywide Overhead Cost Allocation Plan, Santa Cruz Library Cost Allocation Plan, and Fleet and Facility Services Cost Allocation Plan, and Updates
City of Santa Paula, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Selma, CA	EMS User Fee Study
City of Sierra Madre, CA	Comprehensive User Fee Study, Full and OMB Compliant Cost Allocation Plan
City of Solana Beach, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Stanton, CA	Comprehensive User Fee Study, Cost Allocation Plan, and OMB Compliant Plan
City of Tamarac, FL	Building & Safety Department User Fee Study
City of Temple, TX	Comprehensive User Fee Study
City of Tulare, CA	Comprehensive User Fee and Rate Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of Tustin, CA	Cost Allocation Plan, Comprehensive User Fee Study, and Updates
City of Twentynine Palms, CA	Comprehensive User Fee Study, Full and OMB Compliant Cost Allocation Plan,
City of Upland, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Vernon, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Watsonville, CA	Comprehensive User Fee and Rate Study, Cost Allocation Plan, and OMB Compliant Plan, and Updates
City of West Hollywood, CA	Cost Allocation Plan and User Fee Study, and Updates
City of West Sacramento, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study, and Updates
City of Yucaipa, CA	Comprehensive User Fee and Rate Study, Full Cost Allocation Plan, and OMB Compliant Plan, and Updates
Coachella Valley Cemetery, CA	User Fee Study
County of Mono, CA	Comprehensive User Fee Study
County of Placer, CA	Land Development Fee Study
Housing Authority of the City of Alameda, CA	Cost Allocation Plan and Updates
Housing Authority of the County of San Bernardino, CA	Cost Allocation Plan and Updates
Placer County Water Agency, CA	Cost Allocation Plan and Overhead Rate Study
Town of Apple Valley, CA	Cost Allocation Plan
Town of Paradise Valley, AZ	Master User Fee Study
Town of Sunnyvale, TX	Comprehensive User Fee Study
Town of Yucca Valley, CA	Comprehensive User Fee Study

2. Associate Team

Our management and supervision of the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the City, on time and on budget. With that philosophy in mind, we have selected experienced professionals for this engagement. We are confident that our team possesses the depth of experience that will successfully fulfill your desired work performance.

The team presented within this proposal has worked collectively on numerous projects, such as the one requested by the City of Colton; an established work practice between the team members has been forged, this proven long-standing system has benefited our clients.

City of Colton | Project Team		
Key Team Member	**Project Role**	**Responsibility to the Engagement**
Chris Fisher Vice President/Director	Principal-in-Charge	▪ Ensure client satisfaction, flow of communication, and oversight of the project ▪ Technical guidance; ▪ Project oversight; ▪ Quality assurance & control; and ▪ Meeting and presentation attendance.
Tony Thrasher Principal Consultant	Project Manager	▪ Task oversight; ▪ Model development; ▪ Produce key elements of the analyses; ▪ Responsible for project deliverables; ▪ Report preparation and evaluation; and ▪ Meeting and presentation attendance.
Priti Patel Senior Financial Analyst	Senior Analyst	▪ Collect, interpret, and disseminate key data; ▪ Assistance with model development; ▪ Peer review; ▪ Report preparation; and ▪ Meeting and presentation attendance.
Samantha Labitan Senior Analyst	Analytical Support	▪ Collect, interpret, and disseminate key data; ▪ Assistance with model development; ▪ Peer review; and ▪ Report preparation.
Robert Quaid Principal Consultant	Technical Advisor	▪ Third party reviewer; and ▪ Report evaluation.

Project Team Stability

Mr. Fisher has been assigned to serve as the City's representative; he has been selected for this role due to his vast experience, which includes the preparation and supervision of numerous fee studies, as well as his experience presenting to governing bodies, stakeholders, and industry groups.

The primary office location where work will be performed for the City of Colton is WFS headquarters located in Temecula, CA.

Resumes

Resumes for Willdan's project team are presented on the following pages.

Chris Fisher

Principal-in-Charge

Education

San Francisco State University, Bachelor of Science, Finance

Areas of Expertise

Cost of Service Analyses

Multi-disciplinary Team Management

Special District Formations

Client Presentations

Proposition 218

Affiliations

California Society of Municipal Finance Officers

Municipal Management Association of Northern California

California Municipal Treasurers Association

25 Years' Experience

Mr. Chris Fisher, Vice President / Director of Willdan's Financial Consulting Services group, will serve as Principal-in-Charge for the City of Colton's project. He will also share his extensive knowledge related to cost-of-service principles with members of the project team.

Mr. Fisher joined Willdan in April of 1999, and during that time has managed an array of financial consulting projects for public agencies in California, Colorado, Texas, Arizona, and Florida, coordinating the activities of resources within Willdan, as well as those from other firms working on these projects. He is one of the firm's leading experts for special district financing related to public infrastructure, maintenance, and services, including public safety.

Related Experience

City of Hayward, CA — Cost Allocation Plan and User Fee Study: Mr. Fisher served as the project manager for the City's full overhead cost allocation plan and OMB A-87 cost allocation plan, along with a comprehensive master user fee study. He worked with the City and Willdan staff to gather the necessary data and is overseeing Willdan's development of the cost allocation model. The City has a complicated and detailed budget and the cost allocation plan that Willdan developed is tailored to their structure and includes provision for several Internal Service Funds.

City of San Bruno, CA — Comprehensive Cost Allocation Plan and Comprehensive User Fee Study: Mr. Fisher oversaw the update of the City's general overhead allocation plan and cost-of-service user fees.

City of Petaluma, CA — Overhead Cost Allocation Plan and OMB Circular Plan, User Fee Study, CIP Rate Analysis, and Hourly Overhead Rate Study: Mr. Fisher served as project manager for the project team and provided oversight for this thorough and intensive study for the City of Petaluma. ***The City has hired Willdan for multiple updates since we completed the original study.***

City of Salinas, CA — Comprehensive Fee Study and Full Cost Allocation Plan: Mr. Fisher served as the project manager for the City of Salinas engagement, to prepare an OMB A-87-compliant full cost allocation plan and comprehensive fee study for the development of a master list of fees. Mr. Fisher led an all-departments overview meeting, where the framework and general process was reviewed, and global practical and policy questions were addressed. Immediately following the overview meeting, individual meetings were held with representatives from each department to discuss their specific fee related activities and gather necessary information to update fees.

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: Mr. Fisher is the principal-in-charge for the City's Comprehensive User Fee Study and Cost Allocation Plan engagement, managing the overall execution of the project, providing technical guidance and quality control.

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Mr. Fisher oversaw the City's recently completed Citywide User Fees and Charges Study.

City of Palm Desert, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Fisher is the principal-in-charge for the ongoing full cost allocation plan and user fee study. Willdan's work includes the gathering of necessary data and information, interviews with City Staff to identify overhead support services and how they are used and interviews to gather information related to fee-based services. We are also developing financial models to calculate overhead allocations and personnel rates and the full cost of services for which fees are charged. We are working with Staff to finalize cost recovery targets, prepare reports and present the results.

City of Laguna Hills, CA — Comprehensive Cost Allocation Plan and Comprehensive User Fee Study: Mr. Fisher oversaw the update of the City's general overhead allocation plan and cost-of-service user fees.

City of Irvine, CA — OMB Cost Allocation Plan and Comprehensive User Fee Study: Willdan completed a cost allocation plan and user fee study for the City of Irvine. Mr. Fisher managed and provided quality assurance to this project, ensuring the accuracy of the models, as well as the final reports. He also presented the results to the City's Finance Commission and to the City Council.

Tony Thrasher

Project Manager

Education

Bachelor of Science in Economics; California State Polytechnic University, Pomona

Areas of Expertise

Cost Allocation Plans

Fiscal Analysis for User Fees and Rates

District Administration Services

Utility Rate Studies

14 Years' Experience

Due to his cost allocation and user fee analyses experience, Mr. Tony Thrasher has been selected to serve as Project Manager for the City's engagement. Mr. Thrasher is a Principal Consultant within the Financial Consulting Services group, whereby his responsibilities include managing projects and conducting fiscal analyses for cost allocation plans, user fees, and utility rate studies.

Mr. Thrasher's prior employment was as a financial analyst working in bond, equity, and mortgage-backed security markets for Wells Fargo Bank, Bank of New York Mellon, and Deutsche Bank. His experience includes portfolio accounting, differential analysis, and forecasting.

Related Experience

City of Hayward, CA — Cost Allocation Plan and User Fee Study: For this project, Mr. Thrasher provided analytical support, and was largely responsible for the development of the models. Primary duties include gathering and verifying necessary data, finalizing model figures, and generating reports.

City of Petaluma, CA — Overhead Cost Allocation Plan and OMB Circular Plan, User Fee Study, CIP Rate Analysis, and Hourly Overhead Rate Study: Mr. Thrasher provided analytical support for this engagement. His primary duties were to work with City staff to gather data, provide assistance to the project manager, and produce reports.

City of Santa Cruz, CA – Cost Allocation Plan Update and Fully Burdened Hourly Rate Study: Mr. Thrasher is serving as the project manager for the City of Santa Cruz's engagement; this is an ongoing study.

City of Richmond, CA — Cost Allocation Plan & User Fee Study: Mr. Thrasher was the project manager for the City of Richmond's fee study.

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: As the project manager for City's Comprehensive User Fee Study and Cost Allocation Plan engagement, Mr. Thrasher is overseeing the project analysts and is heavily involved in the analysis, development of models, preparation of reports and delivery of results.

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Mr. Thrasher was the project manager for the City's recently completed study, He directed the preparation of the model and reports and was responsible for the delivery of results to the City.

City of Chino Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Thrasher is the project manager for the City's Cost Allocation Plan and Comprehensive User Fee Study. He is working directly with the City contact throughout the engagement.

City of Pomona, CA – Master Fee Schedule Update: Mr. Thrasher served as the project manager for the master fee schedule update portion of the City of Pomona's engagement, which also included an update of the development impact fees. Mr. Thrasher was responsible for the development of models and reports and coordinating analytical support.

City of Irvine, CA — OMB Cost Allocation Plan and Comprehensive User Fee Study: Serving as the project's analyst, Mr. Thrasher provided analytical support; and designed micro-level allocation models to ensure full-cost recovery for public safety, public works, community development, community services, and administrative departments.

City of Indian Wells, CA — User Fee Study: Mr. Thrasher served as the technical project manager for the City's Administrative, Building, Planning and Public Works Departments. The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs cost recovery levels.

City of San Marcos, CA — Cost Allocation Plan, Indirect Cost Rate Proposals and Comprehensive User Fee Study: Mr. Thrasher is the project manager for the City of San Marcos' full and OMB compliant cost allocation plan, preparation of Indirect Cost Rate proposals, and Comprehensive User Fee Study engagement. He is the primary in developing the model, which contains all City personnel and expenditures broken down into the ICRP tables. The project is ongoing, and the User Fee Study is now underway.

Priti Patel

Senior Analyst

Education
Bachelor of Arts; Business Management, Information Systems and International Business, University of Cincinnati

Areas of Expertise
Cost Allocation Plans

User Fee Studies

Proposition 218

9 Years' Experience

Ms. Priti Patel is a Senior Analyst within the Financial Consulting Services group, whereby she supports project managers in conducting utility rate analyses, fee studies, cost allocation plans, monitoring Proposition 218 compliance, and forming special districts. Coordinating and conducting activities associated with Cost Allocation Plans and User Fee Studies, including database integration and manipulation, revenue and expenditure analyses, and documentation preparation are just some of Ms. Patel's duties. With these duties, she interacts with clients on a regular basis.

Ms. Patel joined Willdan as an analyst with the District Administration Group, while with DAS she performed research and analysis needed for local government financial issues related to district administration, including document data entry and updating, database management, research and report preparation. She also provided general information on questions pertaining to Assessment Districts and special taxes (such as Mello-Roo's Pools), as well as the status of property delinquencies.

Related Experience

City of San Bruno, CA — Comprehensive User Fees and Charges Study: Ms. Patel provided analytical support and gathered budget and allocation basis data for this engagement. She also assisted in the development of the financial model.

City of Richmond, CA — Cost Allocation Plan & User Fee Study: Ms. Patel was the financial analyst on the City of Richmond's User Fee Study and Cost Allocation Plan. She assisted the project manager with gathering and validation of data, development of the models and related analysis, staff interviews and preparation of reports and presentations.

City of Pittsburg, CA — Cost Allocation Plan and User Fee Study: Ms. Patel was assigned to aid senior project team members on the Pittsburg Cost Allocation Plan and User Fee Study engagement. She will be a technical lead for the gathering of data, creation of the models and preparation of study reports and presentations. ***The City hired Willdan for the original study, and for two subsequent updates.***

City of Monterey, CA — Cost Allocation Plan: Ms. Patel is serving as the financial analyst for the Monterey Cost Allocation Plan and updates. In this role she is responsible for obtaining updated information and data, reviewing overhead structure and functions, and preparing the updated model and report. ***The City originally hired Willdan for the creation of the first Cost Allocation Plan and has hired us for multiple updates since then.***

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: Ms. Patel is serving as the primary financial analyst for City of West Hollywood's Fee Study engagement. Ms. Patel has been instrumental in collecting the necessary data and collaborating with the City and Willdan senior project team members in conducting the study, including development of the model, researching similar fees in comparable cities and preparation of reports.

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Ms. Patel provided analytical support and gathered budget and allocation basis data for this engagement. She also assisted in the development of the financial model.

City of San Fernando, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Patel provided support to senior team members in the preparation of the cost allocation plan, OMB compliant plan and comprehensive user fee study engagement.

City of Laguna Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Patel provided analytical support in the preparation of a full cost allocation plan and fee study for the development of a master list of fees.

City of Chino Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Providing analytical support in the preparation of a cost allocation plan and comprehensive fee study, Ms. Patel worked to identify and take into account direct and indirect costs, along with changes in staffing, structure, and service delivery methods. She is also assisting in the preparation of user-friendly Excel-based models that City staff can easily update in the future to determine the proper allocation of expenditures and ongoing full cost of City-provided services.

Samantha Labitan

Analytical Support

Education

University of California, Santa Barbara

Bachelor of Arts, Mathematics

Areas of Expertise

Cost Allocation Plans

User Fee Studies

Benefit/Maintenance Assessment Districts

Community Facilities Districts

Local Improvement Districts

7 Years' Experience

Ms. Samantha Labitan is Senior Analyst within Willdan's Financial Consulting and District Administration Services groups. Ms. Labitan provides analytical support under the guidance of the project team. Her primary function is to support project managers and senior analysts with cost allocation plans and user fee studies**.** She specializes in analysis for a variety of clients, including cities, water districts, public utilities, and school districts.

She regularly speaks with individuals representing title companies, real estate agencies, and appraisal firms, together with staff from cities and counties. Willdan's proprietary computer system allows him to readily access the owner's name, the Assessor's Parcel Number, existing and future taxes or assessments, and more; thus, enabling expedient service. Community Facilities Districts, Local Improvement Districts, Landscape and Lighting Districts, and County Service Areas are some of the special districts she administers.

Related Experience

City of West Hollywood, CA — Cost Allocation Plan and Comprehensive User Fee Study: For this project, Ms. Labitan provides analytical support. Primary duties include gathering and verifying necessary data, finalizing model figures and generating reports.

City of Lynwood, CA — Cost Allocation Plan & OMB Compliant Cost Allocation Plan and User Fee Study: Ms. Labitan provided support to the project team specific to the preparation of a comprehensive fee study, full and OMB compliant cost allocation plan. Ms. Labitan worked in tandem with the project managers to identify and account for direct and indirect costs, along with changes in staffing, structure, and service delivery methods.

City of San Fernando, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan is currently providing support to senior team members in the preparation of a cost allocation plan, OMB compliant plan and comprehensive user fee study.

City of Richmond, CA — Cost Allocation Plan & User Fee Study: As analytical support, Ms. Labitan provided assistance to the project team. Primary duties included gathering and verifying necessary data, finalizing model figures and generating reports.

City of Gilroy, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan worked on the team for the City's fee study project, providing analytical support, gathering data, working with staff to make refinements, and developing cost allocation and fee models to ensure full-cost recovery for building and safety, planning, community development, and public works departments.

City of El Centro, CA — Full & OMB Compliant Cost Allocation Plan and User Fee Study: Ms. Labitan served as the analyst in the preparation of a full & OMB compliant Cost Allocation Plan and Comprehensive User Fee Study, for the City of El Centro engagement.

City of Goleta, CA — Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study: Ms. Labitan provided analytical support to the project team for the City's comprehensive fee study, full and OMB compliant cost allocation plan.

City of Los Banos, CA — Full & OMB Compliant Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan provided analytical support to the project team for the City's comprehensive fee study, full and OMB compliant cost allocation plan.

City of Blythe, CA — Full and OMB Compliant Cost Allocation Plan: Ms. Labitan served as the analyst in the preparation of a full and OMB compliant cost allocation plan, for the City of Blythe engagement.

City of Pismo Beach, CA — Comprehensive User Fee Study: Ms. Labitan served in the capacity of assistant analyst for the City's comprehensive fee study.

City of Brighton, CO — Cost Allocation & OMB Compliant Plan: Ms. Labitan is providing analytical support for the City's cost allocation plan.

Robert Quaid

Technical Advisor

Education

Bachelor of Science, University of Southern California

Areas of Expertise

Fiscal Analysis for User Fees and Rates

Cost Allocation Plans

Acquisition Audit Services

Statutory Financial Reporting

Fund Audits

Quality Review of Community Facilities, Lighting & Landscaping, and Assessment Districts

Affiliations

California Society of Municipal Finance Officers

California Society of CPAs

35 Years' Experience

With his 35 years of extensive experience in public financing, Mr. Robert Quaid has been selected to provide quality assurance/quality control in the role of technical advisor. In his position as a Principal Consultant at Willdan, Mr. Quaid provides project management, procedural support, technical support, and quality review for Willdan's District Administration group, as well as the Financial Services Consulting group specific to cost allocation plans, user fee studies, and special financial analysis.

Prior to joining Willdan, Mr. Quaid worked in the private industry of real estate accounting and finance. He began his career with the public accounting firm formerly known as Haskins & Sells (currently known as "Deloitte & Touche"). His experience includes financial statement analyses, asset administration, computer conversion, and reporting to the Securities and Exchange Commission for several public real estate partnerships. In 1979, Mr. Quaid became a licensed California CPA.

Related Experience

City of Thousand Oaks, CA — Cost Allocation Plan: Mr. Quaid served as project manager for the development of an OMB A-87 compliant cost allocation plan model using fiscal year actual costs as the basis for the allocations. He was responsible for the preparation of the Cost Allocation Plan report and provided cost allocation model training to City staff.

The objective of this project was to determine the appropriate allocation of indirect costs from City General Fund central service departments to the General Fund operating departments/programs and the non-General Fund departments/programs. The plan model included 16 allocation bases allocating costs to over 100 departments and divisions. Both full and OMB A-87 cost allocation models were delivered to the City. Willdan was awarded a four-year contract.

Cities of Fontana, Gardena and Hawthorne, CA — Cost Allocation Plan Projects: For each of these cities, Mr. Quaid served in the role of task manager for the development of an OMB A-87 compliant cost allocation plan model using Microsoft Excel. He was responsible for the preparation of the cost allocation plan report and trained City staff on how to use the cost allocation model.

City of Cathedral City, CA — Comprehensive User Fee Study: Mr. Quaid served as project manager for a user fee study that required updating fees for Planning, Engineering, Building, Police, Fire, City Clerk, and Finance.

Mr. Quaid has provided Quality Assurance and Quality Control to multiple clients throughout California. Provided below are a few examples of clients for which services have been provided in the previous five years.

- City of Arcadia, CA
- City of Belmont, CA
- City of Burbank, CA
- City of Cerritos, CA
- City of Chino Hills, CA
- City of Claremont, CA
- City of Coalinga, CA
- City of Fillmore, CA
- City of Hayward, CA
- City of Indian Wells, CA
- City of Lynwood, CA
- City of Monterey, CA
- City of Murrieta, CA
- City of Petaluma, CA
- City of Richmond, CA
- City of St. Helena, CA
- County of San Benito, CA
- City of San Bruno, CA
- City of Irvine, CA
- City of Salinas, CA
- City of Upland, CA
- City of Watsonville, CA
- City of West Hollywood, CA
- City of Yucaipa, CA

3. Project Approach

Project Understanding

Willdan Financial Services ("Willdan") understands that the City of Colton Fire Department ("City") is seeking to update its existing Fire Prevention services fee schedule and implement changes as necessary, so that fees reflect the current cost of providing services, including administrative overhead, resulting in a legally defensible methodology that is compliant with various statutes - primarily the Mitigation Fee Act and Prop 26. The new fee structure should also reflect current practices, processes and staffing related to the provision of fire prevention services provided by City to its community.

Key City issues and objectives that are addressed within our scope of services include the following:

- Meeting with City Staff to review existing fee schedules, conduct interviews and gather information to understand the processes, operations, structure and staffing necessary for the City to provide services for which fees are charged;
- Conducting analysis that clearly establishes the full estimated cost of providing services for which Fire Prevention fees are charged, ensuring there is a reasonable relationship between these costs, the services being provided, and the recipients of these services, demonstrating that fees do not exceed the reasonable estimated cost of providing the services, and that the fees bear a fair and reasonable relationship to the demand from the payer – ***all to support compliance with Prop 26 and Prop 218***;
- Comparing costs of providing services with current cost recovery levels and evaluating and adjusting fees and charges to ensure they align with the cost of the services being provided by the City;
- Identifying and evaluating opportunities to develop and implement fees for services being provided for which fees don't currently exist;
- Working with City Staff to develop meaningful recommendations for fee setting and subsidies where charging fees that represent full cost recovery may not be reasonable for policy or political reasons;
- Providing meaningful 'apples to apples' comparisons of key fees charged by the City of Colton to other similar and/or nearby cities chosen in discussions between Willdan and City Staff. These comparisons may involve applicable fees for sample representative projects which the City could anticipate encountering;
- Providing the City with a model that incorporates data and information used in developing updated fees, and allows for updates for CPI, new added personnel, updated time estimates and volumes, or other factors as necessary; and
- Preparing a report that clearly identifies services for which fees are charged, the cost of those services including direct, indirect and overhead costs, current and recommended cost recovery levels, recommended fee amounts with changes and revenue impacts, and presenting the results in a way that is readily understood by decision makers.

The overall goal is to establish an updated schedule of fees that is objective, fair and equitable. ***We will deliver a straightforward model and report that clearly identifies the full cost of providing services, including overhead, direct and indirect costs; and provide recommendations for setting fees that maximize cost recovery in accordance with the City's policies.***

> **Rather than costly and inflexible proprietary software, which can require expensive licensing fees, Willdan builds models utilizing Excel, from the ground up, employing the City's budget as the gauge. This model, which is then the City's to retain, gives City Staff the control to make on-the-fly adjustments and updates.**

The end products will include user-friendly Excel-based models, which City staff will retain, and which can be easily updated to add or remove services and/or costs, update budgets in future years, determine the proper allocation of expenditures, and on-going full cost of services provided by the City. Most importantly, we will ensure that the results and recommendations are clear and understandable, defensible, and easily implementable.

For this fee study, we will meet directly with Department representatives at the City, to discuss the best-suited approach and process; and then in more detail to identify processes and levels of activity and effort involved in providing services for which fees are paid.

Through this process we will identify the full cost recovery amount for each fee related activity, compare this with the City's current cost recovery levels, and then discuss with staff, policy and/or political concerns that need to be considered in developing recommended fees. ***Final recommended fees will be the result of these collaborative discussions, so that they reflect realities and considerations that are specific to the City of Colton.***

Willdan possesses the resources, practical experience, creative thinking, and collaborative consulting skills necessary to complete this important project. Key distinct advantages that Willdan brings to the City include the following:

On-site Data Gathering

Our experience has taught us that working together, via face-to-face discussions, is the most efficient and thorough way to ensure that results are accurate, and that studies are completed in a timely manner, which again, is critical in this proposed engagement. Consequently, through on-site interviews with your staff, Willdan will collect the majority of required data for the study. This method is better than the typical "time and motion surveys" that are provided to agency staff when studies like these are conducted. This process ensures that we gather the data we need in one coordinated step, rather than having to go through repeated follow-up and clarification. ***This approach and the dedication of our staff will help ensure we meet the City's timeline and objectives and provide important information to City Staff and City Council as soon as possible.***

Public Engagement

Our models and project approach are geared toward delivering our work on schedule and presenting our analysis results at public meetings and Council workshops. While we understand that City Council and local business community may be generally supportive of increasing fees where necessary, it will be important to present recommendations to them in a way that clearly demonstrates the rationale and supporting analysis.

The Willdan Team is experienced at communicating complex analytical results in a manner that is easy to understand by non-finance-oriented individuals and facilitates discussion. Our proposed principal-in-charge and project team for this engagement have coordinated or participated in numerous public and staff workshops regarding fees and cost of service-based charges. As previously mentioned, our objective is to provide useful, detailed information to City Council and City Staff, necessary to make important decisions. Our experience ensures that we can meet this objective.

User-friendly Models and Reports

Willdan prides itself on creating user-friendly Excel-based models that the City can retain and ***conducting our analysis and developing the models collaboratively with City Staff.*** With City Staff's immediate input and collaboration, Willdan will design extremely flexible, intuitive Excel-based models. In the future, as the City assumes new responsibilities, modifies existing processes, and/or eliminates unnecessary services or programs, the models will be capable of adding or deleting funds, objects, departments, programs, staff positions, and activities. Willdan understands that issues facing the City are unique; consequently, we design our models to match your immediate and desired needs to ensure that end-results exceed staff expectations.

This model is then the City's to retain, after our services are completed, and allows for the creation of revenue projections, highlighting potential new revenues, and levels of subsidy.

A key element of these studies is presenting results and recommendations in a straightforward manner, which allows the City Council and staff to confidently make fee setting policy decisions and understand the impacts of those decisions. Rather than using an inflexible proprietary software program, we construct our models from the ground up, as previously discussed, mirroring the City's budget format wherever possible.

> **The model will be developed to allow the City to run "what-if" scenarios to address potential changes in staffing levels, working hours, etc.**

As a result, the information contained in our models is easy for City Staff to interpret, and the familiar software ensures ease of navigation. As the models are being designed and constructed, we will work together with City Staff to determine the best and most effective features to include. After the project is completed, we will provide training, so that your staff can independently and efficiently evaluate the effects of changes in certain factors. Created directly from the models, our reports clearly and graphically illustrate bases for the full cost recovery level of fee programs, provide projections of revenue from fee programs, both at full cost recovery and at recommended levels, and present the fee methodologies.

Project Approach/Methodology

The following describes our proposed methodology and approach to prepare a Fee Study/Update.

To comprehensively update fees, the City should develop a fee schedule that accurately accounts for the true cost of providing services. Once the study is complete, the fee study model must be flexible so that the City can add, delete, and revise fees in the future. To meet this goal, we will bring our expertise and unique perspectives to your fee study by approaching the project with these three principles:

1) Defensibility

Our user fee projects have not been legally challenged since the inception of this practice area in our firm. We have accomplished this by closely working with legal counsel familiar with user fee studies, our engineering division and with agency staff. In this way, we can tailor the correct approach to ensure full cost recovery combined with a sound and reasonable basis for each user fee you implement.

We employ principles from Proposition 218 to make certain that your user fee and rate schedule is developed with fairness, equity, and proportionate cost recovery principles in mind. With the addition of Proposition 26, Willdan will review each analyzed user fee for compliance and appropriateness to ensure continued defensibility.

2) Project and Staff Time

The City must have a sound and technically defensible fee schedule to ensure costs are appropriately recovered, as applicants approach the City for its services. Our standards and approaches serve to get to the issues of your fee study quickly. Starting with the project kick-off, we will make certain that your staff understands the purpose and scope of the study and its corresponding on-site departmental interview. As Willdan is able to communicate directly with the service providers, this face-to-face interaction provides valuable time estimates.

3) Responsiveness

We take great pride in providing responsive service to our client agencies. Frequent communication is critical to a successful user fee study experience. We will provide a list of data requirements in advance of the project kick-off. Due to this simple step, the introductory meeting can focus on the survey input process, answering questions, determining policy goals, and defining next steps in the project. We will follow up weekly with the City at each step in the fee study process to make sure that staff “buys in” to the fee study approach and results.

Approach

Our approach to preparing the user fee study and documentation for the City includes:

- Close coordination with your staff to devise a consensus approach. Different programs and/or different service delivery methods will necessitate different approaches. We will discuss specific pros and cons with City Staff as we determine which methods work best for various categories of fees;

- Strict adherence to key legal and policy issues with regard to user fees, including the percent of cost recovery that the City seeks to achieve. A user fee shall not be set higher than the reasonable cost of providing a fee-generating service. Our approach provides you with a fee schedule that achieves maximum legal cost recovery while ensuring that each fee is supported by technically defensible documentation; and

- Technical analysis necessary for project participants to resolve policy issues.

As described below, there are two basic approaches to calculating user fees:

Approach 1: Case Study Method

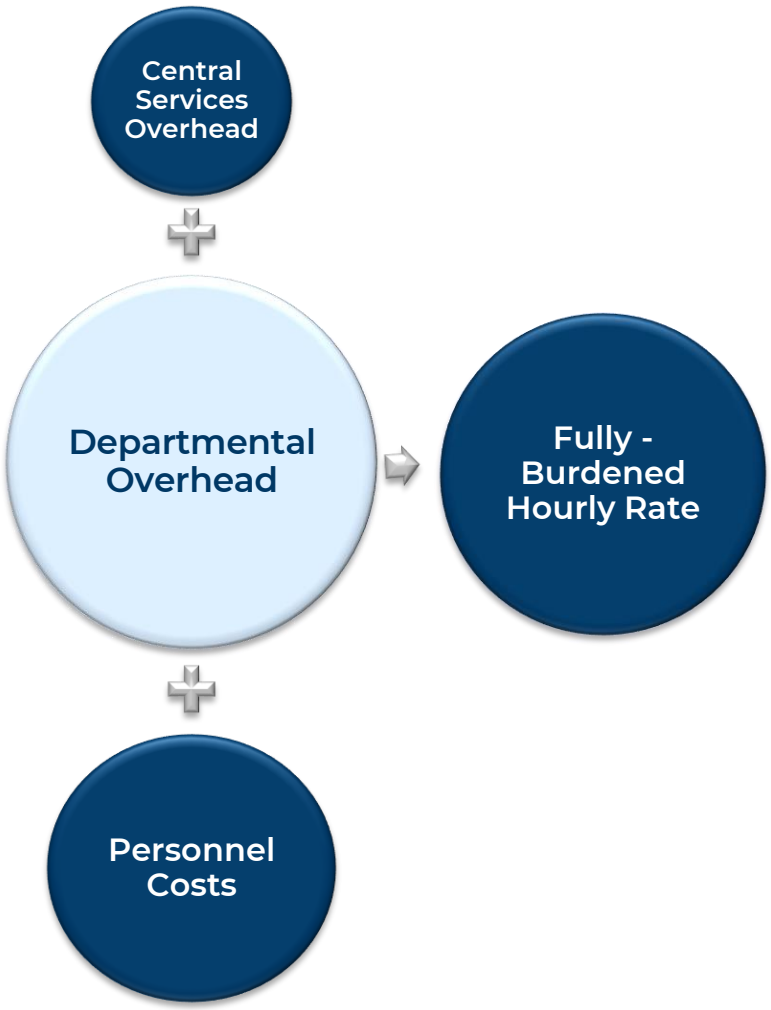
This is also sometimes referred to as a cost build-up approach. Using a time and materials approach, the “Case Study Method” examines the tasks, steps and City Staff involved in providing a particular ‘unit’ of service, such as a permit review, and then uses that information to develop estimates of the actual labor and material costs associated with providing a unit of service to a single user. It is often used when a service is provided on a regular basis, and staff and other costs associated with the service can be segregated from available budget data.

A typical case study fee model should comprise the following three general cost layers:

1) Central Services Overhead: This category may involve such costs as labor, services, and supplies that benefit more than one department, division, or project. The exact benefits to specific areas are impossible to ascribe to a single activity. Examples are purchasing, human resources, and liability insurance. As part of the fee study, these costs are calculated in the overhead cost review.

2) Department Overhead: This category may include expenses related to such items as office supplies, outside consultants, and membership dues. It may include management, supervision, and administrative support that are not provided to a direct fee-generating service. Typically, these items are charged, on an item-by-item basis, directly to the department, division, or project.

3) Personnel Costs: This category refers to direct salary and benefit costs of staff hours spent on providing a fee-generating service (e.g., on-site building inspector).



Approach 2: Average Cost Method

This is also sometimes referred to as a programmatic approach, because it looks at costs at a program level, and then allocates them to participants on an occurrence basis. By taking total service costs across a substantial sample period (a year) and dividing by the total number of service units delivered over that same period, costs per unit of service is estimated.

This approach is useful when services or programs are provided in a more aggregate manner, where it might be difficult to identify a specific sequence of steps associated with one user or participant; or where it is not feasible to cost-effectively segregate costs associated with specific activities.

Scope of Work

Comprehensive Fire Prevention Fee Study/Update

Our proposed work plan, described in detail by task, is provided below. We explain how each task will be accomplished and identify associated meetings and deliverables. We want to ensure our scope provides quality and clarity and is responsive to the City's needs and specific local circumstances. We will work in concert with the City to adjust the scope as needed during the course of the study.

Task 1:	Initial Document Request
Objective:	Initial due diligence; and obtain study-related data.
Description:	Prior to the kick-off meeting, we will obtain and review relevant documentation to further enhance our understanding of the services, fees, and rates to be studied. A written request for data will be sent to the City. Please note that Time Survey data is not part of this request and will be gathered during the interviews described in Task 5. We will request information, data sets, documentation on current fees and fee programs, activity levels, and budget and staffing information (to the extent not already available) related specifically to programs and activities which have associated fees, and for which the City has this level of detail. As this proposed engagement does not include completion of a Cost Allocation Plan (CAP), we will utilize the City's existing CAP or other documented cost allocation methodology and discuss with City Staff any adjustments that may be necessary. Overhead factors and costs will be incorporated into the cost-of-service analysis to support updated fee recommendations.
Deliverables:	**Willdan:** Submit information request to City. **City:** Provide requested data to Willdan (prior to Task 3, Kick-off Meeting/Refine Scope). We will follow up with the City to confirm receipt of requested data and information and highlight data elements that are outstanding.

Task 2:	Compile Inventory of Current and Potential Fees/Review Existing Cost Allocation Method
Objective:	Willdan will identify the schedule of fees and develop the methodology for calculating the fees, obtain and review the City's current CAP or cost allocation methodology, and obtain staffing, salary, and benefit information.
Description:	Based on the results of the initial document request and independent research, incorporate into our model the existing fees, provided by the City, to comprise the parameters of the fee study. We will review the existing fee schedule to ensure consistency and that it addresses areas where fees could be charged for services being provided and confer with Staff to identify potential new fees. As mentioned in the Project Understanding, we will work with staff to incorporate reasonable indirect overhead factors from the City's current Cost Allocation methodology to ensure the costs associated with central service overhead support are included in the full cost of providing services. Reasonable indirect cost allocation percentages will be used in Task 4 to calculate overhead rates and fully-burdened hourly personnel rates. We will gather and review data and supporting analysis as necessary, related to the City's cost allocation approach. This information will be used to verify or calculate the allocation of indirect service costs, and then will be incorporated with staffing, and salary and benefit data to develop a comprehensive schedule of Fully-Burdened Hourly Rates (FBHR). These rates will form a basis for the calculation of the costs of providing services to residents and customers, for which fees are charged.
Meetings:	It is possible that a conference call with the City may be necessary to discuss new fees to implement or remove existing fees that may no longer be required.
Deliverables:	**Willdan:** One (1) draft list of current fees based on initial data provided (to be discussed and finalized during the kick-off call). **City:** Review completed fee schedules with comments/revisions to be discussed during the kick-off meeting.

Task 3:	Kick-off / Refine Project Requirements, Objectives and Scope
Objective:	Confirm goals and objectives for the Fee Study. Identify and discuss policy matters typically raised, address gaps in data, and refine appropriate existing or new fee categories (based on Task 2).
Description:	Verify our understanding of the City's goals, the City's cost-recovery policy for user fees, and fill gaps in data/information necessary for the project. It is important for the City and Willdan to identify and address any foreseeable problems and maintain open communication throughout the process. During this discussion, we will ask that the City identify a project manager who will serve as the primary contact for the project. The project manager shall have responsibility for ensuring that all available data is provided in a timely manner, thereby maintaining adherence to the project's schedule.
Meetings:	One (1) project kick-off call/web meeting to initiate the project, discuss data needs, and address policy matters.
Deliverables:	**Willdan:** 1) Revised project scope and schedule (if needed); and 2) brief summary of policy decisions (if needed). **City:** 1) Provide further data needs; and 2) determine/introduce City's project manager.

Task 4:	Develop Comprehensive Fee Model/Incorporate Overhead/Develop Overhead Rates & FBHR
Objective:	Develop and test fee model and incorporate overhead factors.
Description:	This task involves the development of the model ultimately used to calculate fees, based on data and information gathered in previous tasks and in the Time Survey Interviews described in Task 5. To ensure that City policies are met through the imposition of the calculated fees, the model will be formatted to include appropriate costs. We will utilize the data from the City's current Cost Allocation Plan or methodology to develop and determine the appropriate indirect cost factors and overhead rates to apply to personnel rates, to ***develop fully burdened hourly rates*** per the City's employee structure. These rates will serve as a basis for calculating the full cost of providing services. Alternatively, a simplified indirect rate could be calculated as part of this phase to determine a district-wide indirect rate to use for central service cost inclusion in the cost of services. Key model inputs will include staff and allocated overhead costs per position, and relevant budget data on staffing, salaries and benefits. This information will be obtained directly from the City and incorporated directly into the user fee model. We will request clarification and/or additional data if necessary. We will also update, as appropriate, available fee volumes (occurrences) and revenue generation. The model will provide an allocation of administrative and overhead costs to fee related activities, so that fees and billable rate schedules incorporate applicable costs. Furthermore, the fees and rates charged to customers will also reflect the cost of the services being provided, to the extent possible given policy and/or political considerations.
Deliverables:	**Willdan:** One (1) user-friendly model in Microsoft Excel format, which, when finalized, City Staff can use to calculate fee changes annually, or as often as deemed appropriate by City Council, and a schedule of Fully-Burdened Hourly Rates.

Task 5:	Time Survey Interviews and On-site or Virtual Information Gathering
Objective:	Meet with City Staff to complete Time Surveys and understand service delivery processes.
Description:	In order to assist staff with the completion of the survey, we will schedule up to four (4) hours of meetings with staff; however, the number of meetings needed may vary depending on the number of staff involved. The Willdan Team will conduct interviews with managers, as well as other staff, as deemed appropriate and/or necessary, to understand the processes and staffing involved in delivering fee-based City services and determine the average time required by City Staff to provide each of the services. During this process we will identify instances of cross-departmental support and calculate associated costs. The fee model is designed so that full cost recovery fees are calculated immediately upon input of staff time. These full costs are also compared to current cost recovery levels.

	This will allow Willdan and City Staff to conclude with a final meeting to review the draft full cost recovery fees and adjust any times as necessary once all information has been compiled and input into the fee model. We will schedule the interviews with City Staff to minimize any disruption to their normal workflow.
Meetings:	Up to four (4) hours of meetings/staff interviews. Depending upon circumstances and availability, we may discuss the option with City Staff of conducting these meetings via WebEx or Zoom. These tools have proven to be highly effective and efficient, particularly for follow-up questions and/or discussions.
Deliverables:	**Willdan and City:** Time surveys and draft full cost recovery fees.

Task 6:	**Data Analysis, Calculate Full Cost of Providing Services, Final Fee Schedule**
Objective:	Incorporate information obtained from surveys to fully develop model and calculate the cost of providing services.
Description:	We will update the model, based on information received during the on-site surveys, to generate a comprehensive fee schedule. In addition, it is quite common that a supplemental data request may be necessary, based on new fees identified that the City is not currently collecting. Where appropriate, we will suggest and discuss with staff alternate approaches to existing fee programs (i.e. deposit vs. straight fee, valuation, etc.) and suggest potential areas where fees could be collected, where they are not currently. We will present the cost of service and full cost recovery level for fees, both current and projected under the newly calculated fees, and revenue projections, given certain assumptions about the levels of subsidy for different fees. We will begin the discussion of subsidies and fee-setting, and the implementation of policy and political objectives. We will provide guidance based upon our recent experience as to policy factors and approaches used by other similar cities. Current levels of cost recovery will be compared to actual costs calculated during the course of this study. Cost will be calculated at reasonable activity levels and include appropriate direct and indirect costs and overhead. We will review fee programs for compliance with Propositions 218 and 26. The fee data analysis and model development may take two (2) to four (4) weeks with frequent correspondence with City Staff to discuss current cost recovery amounts, necessary to recover full cost and frequency activity.
Meetings:	Web meetings and/or conference calls, as necessary, to gather additional input, complete analysis and finalize fee schedule. Please see the note in Task 5 regarding in-person meetings.
Deliverables:	Final user fee model for City Council presentation and discussion.

Task 7:	**Common Fees Comparison**
Objective:	Examine up to five (5) comparable cities/agencies in San Bernardino County, or jurisdictions that are similar in either geography or profile to the City of Colton.
Description:	We will access and use our knowledge of other jurisdictions to benchmark all applicable fees for up to five projects as determined by City Staff and Willdan, or for other similar services. The survey will contain the following, a comparison of fees and charges used by the City and other jurisdictions for comparable services and/or sample projects; current and proposed fees and charges unique to the City of Colton; fees and charges used by other public entities not currently used in the City; and if possible, identify characteristics and processes unique to the City that account for significant variances in fees and charges used by other jurisdictions.
Deliverables:	**Willdan:** Recommendations provided in Task 8 will incorporate the data gathered during our examination.

Task 8:	Prepare and Present Draft Results and Report, Conduct Presentations

Objective: Prepare and present draft results and report.

Description: This task involves the preparation of the draft report that discusses the study's background, the methodologies utilized in the study, and the results and presentation to various stakeholder groups. As noted below, meetings may occur during this or the next task as appropriate. The calculations used to generate the user fee study will be included textually, as well as in easy to understand tables. Individual fee summaries and a comprehensive fee schedule will be included as well. The draft report will include the following:

- Key results and findings;
- Current and recommended fees and charges;
- Basic descriptions of each service;
- The full cost of each service, current and proposed cost recovery levels;
- Comparison of the cost of providing services to current and proposed recovery levels and fees;
- Costs broken down graphically into indirect, direct and overhead components, with a graphic display of the level of cost recovery;
- Fee recommendations with associate levels of cost recovery and changes from current fees;
- Projections of potential fee revenue;
- Fee comparisons completed as part of Task 7;
- Assessment of reasonableness of each City's costs; and
- Summary and recommendations.

The objective of the report is to communicate the recommendation of appropriate fees, which include the appropriate subsidy percentage for those fees where full cost recovery may be unrealistic.

Meetings: One (1) meeting with Fire Department Executive Staff, City Staff, Executive Staff, Finance Director, City Manager and the City Council to present the report, recommended fee structure, methodology and draft results, address questions, and receive feedback.

Deliverables: **Willdan:** Draft report for City review and comment.

City: Review of draft report, with comments and edits.

Task 9:	Discuss and Revise Draft Report/Determine Cost Recovery Levels for Recommended Adoption

Objective: Review and discussion of draft results, fee structure, methodology, report, and fee model.

Description: The goal of this task is to conduct an in-depth review of the draft results, report and model, incorporate feedback and changes as a result of previous discussions and meetings, and arrive at an optimum fee structure. During this Task, we will finalize the actual fee levels, with consideration given to policy and current practices.

Often through the course of an engagement, City Staff will volunteer insightful likes and dislikes regarding the existing fee structure. We listen to this feedback carefully because your staff members know the community best. Comments usually revolve around issues of:

- Understandability;
- Fairness to applicants;
- Ease of calculation;
- Appropriate levels of cost recovery; and
- Full cost recovery hourly rates.

When adjusting fee recovery levels, we believe it is important to address these concerns.

One (1) meeting with Fire Department and City Staff to present the recommended fee structure, methodology and draft results, address questions, and receive feedback.

Following one (1) round of comments and feedback from Fire Department and City staff on the methodology and draft report, we will prepare the final report for presentation to City Council.

Meetings: One (1) meeting to review the model and report and finalize cost recovery levels.

Deliverables: Draft report, revised draft /final report.

Task 10:	Prepare and Present Final Report/Instruct Staff on Model
Objective:	Prepare and present final report to the project study task force and City Council. Instruct staff on the operation and use of the model for future modifications.
Description:	This task is the culmination of the entire project. Based on staff comments received regarding the draft report, we will prepare the final report for presentation. We will provide Staff with guidance on how to update the model in future years, to incorporate cost increases and changes in staffing or processes.
Meetings:	One (1) conference call/web meeting with Fire Department and City Staff to discuss the presentation of the results. One (1) meeting to present recommended fee structure and methodology to City Council to facilitate their understanding of the approach, analysis, results, recommendations and implications of the study. We will also provide staff training on the operation and use of the model on the same day, during regular business hours. Follow-up offline discussions may occur as necessary with Fire Department and City Staff to review questions and/or requested clarifications from City Council.
Deliverables:	Provide one (1) bound hard copy, and one (1) electronic PDF file copy of the final report and models. Using Microsoft Word and Excel, an updateable electronic copy of the study and models, as well as related schedules, will also be provided on CD/ROM.

City Staff Support

To complete our tasks, we will need the cooperation of City Staff. We suggest that the City of Colton assign a key individual to represent the City as the project manager who can function as our primary contact. We anticipate that the City's project manager will: 1) Coordinate responses to requests for information; 2) Coordinate review of work products; and 3) Help resolve policy issues.

Willdan will endeavor to minimize the impact on City Staff in the completion of this project. We will ask for responses to initial information requests in a timely manner. If there are delays on the part of the City, we will contact the City's project manager to steer the project back on track. We will keep the City's project manager informed of data or feedback we need to keep the project on schedule.

Project Disclaimer

The City of Colton further represents, acknowledges, and agrees that:

(i) The City uses, or may use, the services of one or more municipal advisors registered with the U.S. Securities and Exchange Commission ("SEC") to advise it in connection with municipal financial products and the issuance of municipal securities;

(ii) The City is not looking to Willdan to provide, and City shall not otherwise request or require Willdan to provide, any advice or recommendations with respect to municipal financial products or the issuance of municipal securities (including any advice or recommendations with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues);

(iii) The provisions of this proposal and the services to be provided hereunder as outlined in the scope of services are not intended (and shall not be construed) to constitute or include any municipal advisory services within the meaning of Section 15B of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the rules and regulations adopted thereunder;

(iv) For the avoidance of doubt and without limiting the foregoing, in connection with any revenue projections, cash-flow analyses, feasibility studies and/or other analyses Willdan may provide the City with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the City, (A) any such projections, studies and analyses shall be based upon assumptions, opinions or views (including, without limitation, any assumptions related to revenue growth) established by the City, in conjunction with such of its municipal, financial, legal and other advisers as it deems appropriate; and (B) under no circumstances shall Willdan be asked to provide, nor shall it provide, any advice or recommendations or subjective assumptions, opinions or views with respect to the actual or proposed structure, terms, timing, pricing or other similar matters with respect to any municipal financial products or municipal securities issuances, including any revisions or amendments thereto; and

(v) Notwithstanding all of the foregoing, the City recognizes that interpretive guidance regarding municipal advisory activities is currently quite limited and is likely to evolve and develop during the term of the potential engagement and, to that end, the City will work with Willdan throughout the term of the potential Agreement to ensure that the Agreement and the services to be provided by Willdan hereunder, is interpreted by the parties, and if necessary amended, in a manner intended to ensure that the City is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services.

Quality Control Procedures

Project Management Approach

At Willdan, we utilize a Project Management Process/Approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and model.

Following key stakeholder discussions, we will schedule a call to summarize findings and direction with City staff, to make certain that we are in agreement with stated objectives, and that feedback is incorporated as appropriate.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed, and resolved. Any deviances from the project timeline will be identified and plans will be developed for course corrections.

Project Management				
				
Define the Project	**Plan the Project**	**Manage the Project**	**Review the Project**	**Communicate the Project**
▪ Identify the project scope, set objectives, list potential constraints, document assumptions. ▪ Define a course of action and develop an effective communication plan. ▪ Provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.	▪ Collaborate with the project team and client staff and agree upon timeline to meet the estimated project timeline. ▪ Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. ▪ Pre-schedule quality control meetings with the project team to maintain the progressive motion of the project.	▪ Manage the execution of the project. ▪ Direct existing and upcoming project tasks. ▪ Control and monitor work in progress. ▪ Provide feedback to client and project team. ▪ Identify and resolve deviances from project timeline.	▪ Review all work products and deliverables. ▪ Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. ▪ Procure executive officer level review.	▪ Communicate with the client regarding work status and progress. ▪ Ensure client is in receipt of regular status updates. ▪ Schedule regular conference calls to touch base. ▪ Inform client of roadblocks, work outside of projected scope.

Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan's day-to-day activities. There are three levels of reviews incorporated for our deliverables:

1) Peer review;

2) Project Manager review; and

3) Final quality assurance manager review.



Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This assures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.

The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.

Quality Assurance Goals		
Goal	**Lead**	**Task**
Quality Assurance / Control Process	Chris Fisher	▪ Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; ▪ Emphasize quality in every phase of work; ▪ Ensure efficient use of resources; ▪ Establish a consistent and uniform approach to the services performed; and ▪ Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	Chris Fisher, Tony Thrasher, & Robert Quaid	▪ Contract deliverables; ▪ Specific quality control procedures; ▪ Special quality control emphasis; ▪ Budget and manpower requirements; ▪ Overall project schedule and budget; and ▪ Project documentation requirements;

4. Proposed Timeline and Fee Schedule

Comprehensive Fee Study/Update

Timeline

Willdan understands time is of the essence for the City of Colton to begin this engagement. The schedule can only be met with the cooperation of City staff. Delays in responding to our requests for data and review will result in corresponding delays to the project schedule. If that is the case, we will notify the City immediately of the possible impact on the schedule.

City of Colton
Fire Prevention Fee Study/Update
Project Schedule

Scope of Services	January				February				March					April				May			
	6	13	20	27	3	10	17	24	3	10	17	24	31	7	14	21	28	5	12	19	26
Task 1: Initial Document Request	⌘1																				
Task 2: Compile Inventory of Current and Potential Fees		⌘2																			
Task 3: Kick-off / Refine Scope *(web meeting/conference call)*			⌘3																		
Task 4: Develop User Fee Model/Incorporate Overhead					⌘4																
Task 5: Staff Interviews and Information Gathering *(web meetings)*									⌘5												
Task 6: Data Analysis and Final User Fee Schedule *(Web mtgs/conf calls)*														⌘6							
Task 7: Common Fees Comparison															⌘7						
Task 8: Prepare and Present Draft Report *(conference call)*																	⌘8				
Task 9: Revise Draft Report/Determine Cost Recovery Levels *(conference call)*																		⌘9			
Task 10: Prepare and Present Final Report/Instruct Staff on Model *(web meeting)*																					⌘10

Deliverables:

- **⌘1:** Information Request
- **⌘2:** Draft List of Current Fees
- **⌘3:** Revised Project Scope and Schedule *(if needed)*
- **⌘4:** User-friendly Model in Microsoft Excel
- **⌘5:** Time Surveys and Draft Full Cost Recovery Fees
- **⌘6:** Draft Fee and Rate Model Review
- **⌘7:** Common Fee Comparison
- **⌘8:** Draft Report
- **⌘9:** Revised Draft Report/Final Report
- **⌘10:** Final Report – Hard and Electronic Copies

Fee Schedule

As requested within the City's RFQ, the proposed fee schedule is included as a separate attachment.

Required Forms
Addendum #1 Acknowledgement

November 25, 2024

SUBJECT: Addendum No. 1 – City of Colton Responses and Clarifications to Questions for the City of Colton RFP for NM-RFQ COMPREHENSIVE FIRE PREVENTION FEE STUDY/UPDATE Due Date: 12/5/24 at 4:00 p.m.

Dear Sirs:

This letter serves as Addendum No.1 – City Responses and Clarification to Questions:

Below please find the City of Colton Reponses and Clarifications to Questions submitted to the City of Colton. All Questions, submitted, have been answered by City of Colton Staff. The answers are listed under/next to each question in **RED** type.

1. Regarding the 25-page maximum, do cover page, cover letter, table of contents and resumes count toward the limit? Please make sure to limit the response submittal to the maximum of 25 pages excluding: Cover Letter, Table of Contents, Certificate of Insurance, Addenda Acknowledgement, and City required Appendix "A & B" and Proposal Forms "A-D". All other pages will count.

2. The last sentence on RFP/Q page 2 requests proof of insurance. Should this be included in the qualifying certificates attachment, which does not count toward the page maximum? Yes. Refer to question #1.

3. The last sentence on RFP/Q page 3 states to not submit a SOQ if unable to sign the City's Professional Services Agreement. However, Appendix B (page 10) and Proposal Form D (page 15) allow for exceptions. Can you please clarify if exceptions (if we should have any) are allowed? Yes. The City will evaluate all submittals, and the listed exceptions to the City of Colton standard Professional Services Agreement. However, the exceptions submitted may not be accepted, by the City, during the contract award process.

Please sign and return the acknowledgement page of Addendum No. 1 and this letter in your bid submittal. The signed acknowledgment is required to be submitted with your proposal documents. If you have any questions please feel free to contact me at nmihld@coltonca.gov.

Thank you,

Nicole Mihld

Nicole Mihld
Purchasing Manager
City of Colton

Acknowledgement

Page | 1

Appendix A: Summary Sheet

City of Colton
RFP HEU/HCCP

APPENDIX A:

SUMMARY SHEET

Firm Name: Willdan Financial Services

Firm Parent or Ownership: Willdan Group, Inc

Firm Address: 27368 Via Industria, Suite 200, Temecula, CA 92590

Firm Telephone Number: (951) 587-3500 Fax Number: (951) 587-3510

Firm Email Address: RSmith@Willdan.com

Firm Website: https://www.willdan.com/index.aspx

Number of years in existence: 36

Management Contact (person authorized to sign an agreement for the firm, and ultimately responsible for services required for this Request for Proposal:

Name: Chris Fisher Title: Vice President/Director

Telephone Number: (951) 587-3500 Fax: (951) 587-3510

Email: CFisher@Willdan.com

Project Manager (person responsible for day-to-day contact with the City for this Request for Proposal:

Name: Tony Thrasher Title: Principal Consultant

Telephone Number: (951) 587-3500 Fax: (951) 587-3510

Email: TThrasher@Willdan.com

Appendix B: Certification of Firms Acceptance of City PSA

City of Colton
RFP HEU/HCCP

APPENDIX B:

CERTIFICATION OF FIRM'S ACCEPTANCE OF CITY OF COLTON'S STANDARD PROFESSIONAL SERVICES AGREEMENT AND PROPOSAL FOR MODIFICATION OF TERMS (if any)

By signing this form below, the firm certifies that the attached Agreement in Appendix C is acceptable to the firm and will be signed upon selection of the firm to perform consulting services for the City of Colton, except for requests for modification of the agreement (if any), as specifically described below (or listing modifications by number that refer to attached sheets, if necessary).

Name and Signature of Firm's Management Representative authorized to sign an Agreement:

Robert C. Fisher
Name

Vice President/Director
Title

Signature

12-03-2024
Date

Firm Name: Willdan Financial Services

A: Offeror Identification

City of Colton
RFP HEU/HCCP

PROPOSAL FORMS
"A"
OFFEROR IDENTIFICATION

1. Legal name of Offeror: Willdan Financial Services
2. Street Address: 27368 Via Industria, Suite 200, Temecula, CA 92590
3. Mailing Address: 27368 Via Industria, Suite 200, Temecula, CA 92590
4. Business Telephone: (951) 587-3500
5. Facsimile Telephone: (951) 587-3510
6. Type of Business:

   • Sole Proprietor • Partnership • Corporation

   Other: _____

   If corporation, indicate State where incorporated: California

7. Business License number issued by the City where the Offers' principal place of business is located:

   Number: 004293 Issuing City: Temecula

8. The City of Colton requires all businesses doing business in the City of Colton have a City of Colton Business License. The awarded firm will be required to secure a business license at the time of contract signing.
   City of Colton Business number:

   Number: 47982

9. Federal Tax Identification Number: 33-0302345
10. Offeror's Contact Person: N/A

B: Workers' Compensation Certificate

City of Colton
RFP HEU/HCCP

"B"
WORKERS' COMPENSATION CERTIFICATE

The Offeror shall execute the following form as required by the California Labor Code, Sections 1860 and 1861:

I am aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and on behalf of my firm, I will comply with such provisions before commencing the performance of the services of any contract entered into.

Signature	Willdan Financial Services Company Name
Robert Fisher Print Name	47982 Business License Number
Vice President/Director Position or Title	12-03-2024 Date

C: Non-Collusion Affidavit

City of Colton
RFP HEU/HCCP

"C"
NON-COLLUSION AFFIDAVIT

State of California)
) ss. **See Attached**
County of)

, being first duly sworn, deposes and says

that he or she is , of ("Offeror") the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Offeror has not directly or indirectly solicited any other Offeror to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Offeror or anyone else to put in a sham proposal, or that anyone shall refrain from bidding; that the Offeror has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal fee or the Offeror or any other Offeror, or to fix any overhead, profit, or cost element of the proposal fee, or of that of any other Offeror, or to secure any advantage against the public body awarding the Contract of anyone interested in the proposed Contract; that all statements contained in the proposal are true; and, further, that the Offeror has not, directly or indirectly, submitted his or her proposal fee or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

Signature	Willdan Financial Services Company Name
Robert Fisher Printed Name	47982 Business License Number
Vice President/Director Title	12-03-2024 Date

CALIFORNIA JURAT WITH AFFIANT STATEMENT **GOVERNMENT CODE § 8202**

☑ See Attached Document (Notary to cross out lines 1–6 below)
☐ See Statement Below (Lines 1–6 to be completed only by document signer[s], not Notary)

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____

Signature of Document Signer No. 1 *Signature of Document Signer No. 2 (if any)*

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Riverside

Subscribed and sworn to (or affirmed) before me

on this 3rd day of December, 2024.
Date *Month* *Year*

by

(1) Robert Chris Fisher

(and (2) _____),
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

NANCY CASTELLANOS
COMM. #2385769
Notary Public - California
Riverside County
My Comm. Expires Dec. 8, 2025

Place Notary Seal and/or Stamp Above

Signature _____
Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

©2017 National Notary Association

D: Exception Form

City of Colton
RFP HEU/HCCP

"D"
EXCEPTION FORM

Should your firm take exception to ANY of the terms and conditions or other contents provided in the "Request for Proposal," or the "City of Colton Sample Professional Services Agreement" list the exceptions below. THIS COMPLETED FORM MUST BE RETURNED WITH YOUR PROPOSAL. If no exception(s) are taken, enter "NONE" for the first item. (Make additional copies of this form as necessary)

Page Number: 17 Section Title: Period of Performance and Liquidated Damages

Paragraph Number: 5 Exception Taken: Willdan has reviewed the City's sample agreement, we understand that the City prefers not to accept any exceptions to the standard agreement.

Included as a potential option is Liquidated Damages; however, these are not typically standard in this type of study, and we request that this option not be exercised in the final agreement.
All other terms and conditions are approved as they are, and no further exceptions are requested.

Page Number: Section Title: _____

Paragraph Number: Exception Taken: _____

_____

_____

_____

Page Number: Section Title: _____

Paragraph Number: Exception Taken: _____

_____

_____

_____



WILLDAN

27368 Via Industria, Suite 200
Temecula, CA 92590-4856
951.587.3500 | 800.755.6864 | 951.587.3510

www.willdan.com