

**AGREEMENT No. 2  
FOR PLANNING SERVICES  
FOR LAKE COUNTY COMMUNITY DEVELOPMENT**

This Agreement is made and entered into by and between the County of Lake, hereinafter referred to as "County", and LACO, hereinafter referred to as "Contractor", collectively referred to as the "parties".

1. **SERVICES.** Subject to the terms and conditions set forth in this Agreement, LACO shall provide to County the services described in the Scope of Services attached hereto and incorporated herein as Exhibit A at the time and place and in the manner specified therein. In the event of a conflict in or inconsistency between the terms of this Agreement and Exhibit A – Scope of Services, Exhibit B – Fiscal Provisions, Exhibit C – Compliance Provisions, and Exhibit D – Contractor's Proposal, the Agreement shall prevail.

2. **TERM.** This Agreement shall commence on October 5, 2021 and shall terminate on December 31, 2021 unless earlier terminated as hereinafter provided. In the event County desires to temporarily continue services after the expiration of this Agreement, such continuation shall be deemed on a month-to-month basis, subject to the same terms, covenants, and conditions contained herein.

3. **COMPENSATION.** Contractor has been selected by County to provide the services described hereunder in Exhibit "A" (Scope of Services), attached hereto. Compensation to Contractor shall not exceed seventy-five thousand dollars (\$75,000).

The County shall compensate Contractor for services rendered, in accordance with the provisions set forth in Exhibit "B" (Fiscal Provisions), attached hereto, provided that Contractor is not in default under any provisions of this agreement. Compensation to Contractor is contingent upon appropriation of federal, state and county funds.

4. **TERMINATION.** This Agreement may be terminated by mutual consent of the parties or by County upon 30 days written notice to Contractor.

In the event of non-appropriation of funds for the services provided under this Agreement, County may terminate this Agreement, without termination charge or other liability.

Upon termination, Contractor shall be paid a prorated amount for the services provided up to the date of termination.

5. **MODIFICATION.** This Agreement may only be modified by a written amendment hereto, executed by both parties; however, matters concerning scope of services which do not affect the compensation may be modified by mutual written consent of Contractor and County executed by the Community Development Director.

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## AGREEMENT FOR PLANNING SERVICES

6. **NOTICES.** All notices between the parties shall be in writing addressed as follows:

County of Lake  
Community Development Department  
255 N. Forbes  
Lakeport, CA. 95453  
Attn: Mary Darby, Community Development Director

LACO  
P.O. Box 1023  
Eureka, CA. 95502  
Attn: Michael D. Nelson, CEO

7. **EXHIBITS.** The Agreement Exhibits, as listed below, are incorporated herein by reference:

Exhibit A – Scope of Services  
Exhibit B – Fiscal Provisions  
Exhibit C – Compliance Provisions  
Exhibit D – Contractor's Proposal

8. **TERMS AND CONDITIONS.** Contractor warrants that it will comply with all terms and conditions of this Agreement and Exhibits, and all other applicable federal, state and local laws, regulations and policies.

9. **INTEGRATION.** This Agreement, including attachments, constitutes the entire agreement between the parties regarding its subject matter and supersedes all prior Agreements, related proposals, oral and written, and all negotiations, conversations or discussions heretofore and between the parties.

Executed at Lakeport, California on \_\_\_\_\_.

COUNTY OF LAKE

CONTRACTOR/ LACO

\_\_\_\_\_  
Chair, Board of Supervisors

Michael D. Nelson  
Michael D. Nelson (Sep 30, 2021 17:01 PDT)

\_\_\_\_\_  
Michael D. Nelson, CEO

ATTEST:  
CAROL J. HUCHINGSON  
Clerk to the Board of Supervisors

APPROVED AS TO FORM:  
ANITA L. GRANT  
County Counsel

By: \_\_\_\_\_

Anita L. Grant  
anita grant (Sep 30, 2021 10:02 PDT)

## **AGREEMENT FOR PLANNING SERVICES**

### **EXHIBIT "A" – SCOPE OF SERVICES**

#### **1. CONTRACTOR RESPONSIBILITIES.**

- 1.1 Contractor shall perform all services described in Contractor's Proposal, attached hereto as Exhibit D.
- 1.2 Contractor shall provide computer/laptop to planner providing planning services.

#### **2. REPORTING REQUIREMENTS.** Contractor shall submit weekly reports in a County approved format by Monday of each week following the report period summarizing all work performed in the preceding week and a detailed workplan for the remainder of this contract.

#### **3. RECORDS RETENTION.** Contractor shall prepare, maintain and/or make available to County upon request, all records and documentation pertaining to this Agreement, including financial, statistical, property, recipient and service records and supporting documentation for a period of five (5) years from the date of final payment of this Agreement. If at the end of the retention period, there is ongoing litigation or an outstanding audit involving the records, Contractor shall retain the records until resolution of litigation or audit. After the retention period has expired, Contractor assures that confidential records shall be shredded and disposed of appropriately.

#### **4. COUNTY RESPONSIBILITIES.**

- 4.1 County shall provide the office space, phone, copier, identification card and office supplies for on-site work.
- 4.2 County shall provide access to web-based Accela.
- 4.3 County shall provide clerical support for on-site planning services.

## **AGREEMENT FOR PLANNING SERVICES**

### **EXHIBIT "B" – FISCAL PROVISIONS**

1. **CONTRACTOR'S FINANCIAL RECORDS.** Contractor shall keep financial records for funds received hereunder, separate from any other funds administered by Contractor, and maintained in accordance with Generally Accepted Accounting Principles and Procedures and the Office of Management and Budget's Cost Principles.

2. **INVOICES.**

2.1 Contractor's invoices shall be submitted in arrears on a monthly basis, or such other time that is mutually agreed upon in writing, and shall be itemized and formatted to the satisfaction of the County.

2.2 County shall make payment within 20 business days of an undisputed invoice for the compensation stipulated herein for supplies delivered and accepted or services rendered and accepted, less potential deductions, if any, as herein provided. Payment on partial deliverables may be made whenever amounts due so warrant or when requested by the Contractor and approved by the Assistant Purchasing Agent.

3. **AUDIT REQUIREMENTS AND AUDIT EXCEPTIONS**

3.1 Contractor warrants that it shall comply with all audit requirements established by County and will provide a copy of Contractor's Annual Independent Audit Report, if applicable.

3.2 County may conduct periodic audits of Contractor's financial records, notifying Contractor no less than 48 hours prior to scheduled audit. Said notice shall include a detailed listing of the records required for review. Contractor shall allow County, or other appropriate entities designated by County, access to all financial records pertinent to this Agreement.

3.3 Contractor shall reimburse County for audit exceptions within 30 days of written demand or shall make other repayment arrangements subject to the approval of County.

4. **EXPENDITURE OF FUNDS.**

County reserves the right to refuse payment to Contractor or disallow costs for any expenditure determined to be unreasonable, out of compliance, or inappropriate to the services provided hereunder.

## AGREEMENT FOR PLANNING SERVICES

### EXHIBIT "C" – COMPLIANCE PROVISIONS

1. **INFORMATION INTEGRITY AND SECURITY.** Contractor shall immediately notify County of any known or suspected breach of personal, sensitive and confidential information related to Contractor's work under this Agreement.

2. **NON-DISCRIMINATION.** Contractor shall not unlawfully discriminate against any qualified worker or recipient of services because of race, religious creed, color, sex, sexual orientation, national origin, ancestry, physical disability, mental disability, medical condition, marital status or age.

3. **DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

3.1 The Contractor certifies to the best of its knowledge and belief, that it and its subcontractors:

A. Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;

B. Have not, within a three-year period preceding this Agreement, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction; violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in the preceding paragraph; and

D. Have not, within a three-year period preceding this Agreement, had one or more public transactions terminated for cause or default.

3.2 Contractor shall report immediately to County, in writing, any incidents of alleged fraud and/or abuse by either Contractor or Contractor's subcontractor. Contractor shall maintain any records, documents, or other evidence of fraud and abuse until otherwise notified by County.

4. **AGREEMENTS IN EXCESS OF \$100,000.** Contractor shall comply with all applicable orders or requirements issued under the following laws:

4.1 Clean Air Act, as amended (42 USC 1857).

4.2 Clean Water Act, as amended (33 USC 1368).

4.3 Federal Water Pollution Control Act, as amended (33 USC 1251, et seq.)

4.4 Environmental Protection Agency Regulations (40 CFR, Part 15 and Executive Order 11738).

## AGREEMENT FOR PLANNING SERVICES

### 5. INDEMNIFICATION AND HOLD HARMLESS.

Contractor shall indemnify and defend County and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including attorney's fees and other costs of defense incurred by County, whether for damage to or loss of property, or injury to or death of person, including properties of County and injury to or death of County officials, employees or agents, arising out of, or connected with Contractor's operations hereunder or the performance of the work described herein, unless such damages, loss, injury or death is caused solely by the negligence of County.

Contractor's obligations under this Section shall survive the termination of the Agreement.

6. STANDARD OF CARE. Contractor represents that it is specially trained, licensed, experienced and competent to perform all the services, responsibilities and duties specified herein and that such services, responsibilities and duties shall be performed, whether by Contractor or designated subcontractors, in a manner according to generally accepted practices.

7. INTEREST OF CONTRACTOR. Contractor assures that neither it nor its employees has any interest, and that it shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder.

8. DUE PERFORMANCE – DEFAULT. Each party agrees to fully perform all aspects of this agreement. If a default to this agreement occurs then the party in default shall be given written notice of said default by the other party. If the party in default does not fully correct (cure) the default within 15 days of the date of that notice (i.e. the time to cure) then such party shall be in default. The time period for corrective action of the party in default may be extended in writing executed by both parties, which must include the reason(s) for the extension and the date the extension expires.

Notice given under this provision shall specify the alleged default and the applicable Agreement provision and shall demand that the party in default perform the provisions of this Agreement within the applicable time period. No such notice shall be deemed a termination of this Agreement, unless the party giving notice so elects in that notice, or so elects in a subsequent written notice after the time to cure has expired.

### 9. INSURANCE.

9.1 Contractor shall procure and maintain Workers' Compensation Insurance for all of its employees.

9.2 Contractor shall procure and maintain Comprehensive Public Liability Insurance, both bodily injury and property damage, in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence, including but not limited to endorsements for the following coverage: personal injury, premises-operations, products and completed operations, blanket contractual, and independent contractor's liability.

## AGREEMENT FOR PLANNING SERVICES

9.3 Contractor shall procure and maintain Comprehensive Automobile Liability Insurance, both bodily injury and property damage, on owned, hired, leased and non-owned vehicles used in connection with Contractor's business in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence.

9.4 Contractor shall procure and maintain Professional Liability Insurance for the protection against claims arising out of the performance of services under this Agreement caused by errors, omissions or other acts for which Contractor is liable. Said insurance shall be written with limits of not less than one million dollars (\$1,000,000).

9.5 Contractor shall not commence work under this Agreement until it has obtained all the insurance required hereinabove and submitted to County certificates of insurance naming the County of Lake as additional insured. Contractor agrees to provide to County, at least 30 days prior to expiration date, a new certificate of insurance.

9.6 In case of any subcontract, Contractor shall require each subcontractor to provide all of the same coverage as detailed hereinabove. Subcontractors shall provide certificates of insurance naming the County of Lake as additional insured and shall submit new certificates of insurance at least 30 days prior to expiration date. Contractor shall not allow any subcontractor to commence work until the required insurances have been obtained.

9.7 For any claims related to the work performed under this Agreement, the Contractor's insurance coverage shall be primary insurance as to the County, its officers, officials, employees, agents and volunteers. Any insurance or self-insurance maintained by County, its officers, officials, employees, agents or volunteers shall be in excess of the Contractor's insurance and shall not contribute with it.

9.8 The Commercial General Liability and Automobile Liability Insurance must each contain, or be endorsed to contain, the following provision:

The County, its officers, officials, employees, agents, and volunteers are to be covered as additional insureds and shall be added in the form of an endorsement to Contractor's insurance on Form CG 20 10 11 85. Contractor shall not commence work under this Agreement until Contractor has had delivered to County the Additional Insured Endorsements required herein.

Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under subdivision (b) of California Civil Code Section 2782.

9.9 Insurance coverage required of Contractor under this Agreement shall be placed with insurers with a current A.M. Best rating of no less than A: VII.

Insurance coverage in the minimum amounts set forth herein shall not be construed to relieve the Contractor for liability in excess of such coverage, nor shall it preclude County from taking other action as is available to it under any other provision of this Agreement or applicable law. Failure of County to enforce in a timely manner any of the provisions of this section shall not act as a waiver to enforcement of any of these provisions at a later date.

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9.10 Any failure of Contractor to maintain the insurance required by this section, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

10. **ATTORNEY'S FEES AND COSTS.** If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, costs, and necessary disbursements in addition to any other relief to which such party may be entitled.

11. **ASSIGNMENT.** Contractor shall not assign any interest in this Agreement and shall not transfer any interest in the same without the prior written consent of County except that claims for money due or to become due Contractor from County under this Agreement may be assigned by Contractor to a bank, trust company, or other financial institution without such approval. Written notice of any such transfer shall be furnished promptly to County. Any attempt at assignment of rights under this Agreement except for those specifically consented to by both parties or as stated above shall be void.

12. **PAYROLL TAXES AND DEDUCTIONS.** Contractor shall promptly forward payroll taxes, insurances, and contributions to designated governmental agencies.

13. **INDEPENDENT CONTRACTOR.** It is specifically understood and agreed that, in the making and performance of this Agreement, Contractor is an independent contractor and is not an employee, agent or servant of County. Contractor is not entitled to any employee benefits. County agrees that Contractor shall have the right to control the manner and means of accomplishing the result contracted for herein.

Contractor is solely responsible for the payment of all federal, state and local taxes, charges, fees, or contributions required with respect to Contractor and Contractor's officers, employees, and agents who are engaged in the performance of this Agreement (including without limitation, unemployment insurance, social security and payroll tax withholding.)

14. **OWNERSHIP OF DOCUMENTS.** All non-proprietary reports, drawings, renderings, or other documents or materials prepared by Contractor hereunder are the property of County.

15. **SEVERABILITY.** If any provision of this Agreement is held to be unenforceable, the remainder of this Agreement shall be severable and not affected thereby.

16. **ADHERENCE TO APPLICABLE DISABILITY LAW.** Contractor shall be responsible for knowing and adhering to the requirements of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, (42 U.S.C. Sections 12101, et seq.). California Government Code Sections 12920 et seq., and all related state and local laws.

17. **HIPAA COMPLIANCE.** Contractor will adhere to Titles 9 and 22 and all other applicable Federal and State statutes and regulations, including the Health Insurance Portability



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and Accountability Act of 1996 (HIPAA) and will make his best efforts to preserve data integrity and the confidentiality of protected health information.

**18. SAFETY RESPONSIBILITIES.** Contractor will adhere to all applicable CalOSHA requirements in performing work pursuant to this Agreement. Contractor agrees that in the performance of work under this Agreement, Contractor will provide for the safety needs of its employees and will be responsible for maintaining the standards necessary to minimize health and safety hazards.

**19. JURISDICTION AND VENUE.** This Agreement shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue of any action or proceeding regarding this Agreement or performance thereof shall be in Lake County, California. Contractor waives any right of removal it might have under California Code of Civil Procedure Section 394.

**20. RESIDENCY.** All independent contractors providing services to County for compensation must file a State of California Form 590, certifying California residency or, in the case of a corporation, certifying that they have a permanent place of business in California.

**21. NO THIRD-PARTY BENEFICIARIES.** Nothing contained in this Agreement shall be construed to create, and the parties do not intend to create, any rights in or for the benefit of third parties.

**22. PUBLIC RECORDS ACT.** Contractor is aware that this Agreement and any documents provided to the County may be subject to the California Public Records Act and may be disclosed to members of the public upon request. It is the responsibility of the Contractor to clearly identify information in those documents that s/he considers to be confidential under the California Public Records Act. To the extent that the County agrees with that designation, such information will be held in confidence whenever possible. All other information will be considered public.



# REQUEST FOR QUALIFICATIONS

**County of Lake**

**CONFIDENTIAL**  
**Administrative Office**  
**Planning Services**  
**RFQ No. 21-11**

LACO Associates Inc.  
September 14, 2021  
LACO Project # 7502.03

**LACO**

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## 1.0 COMPANY EXPERIENCE



LACO Associates, Inc. (LACO) is a multi-disciplinary consulting firm providing integrated solutions for development, infrastructure, and geo-environmental projects to advance the quality of life for generations to come. LACO was founded in 1954, incorporated in 1972, and maintains a staff of approximately 50 full- and part-time employees who serve the north coast from offices in Eureka, Ukiah, Santa Rosa, and Chico, California. Our personnel include planners, engineers, designers, and geologists. The firm also employs two accredited

soils/materials testing laboratories. We have strong working relationships other local firms that can provide peer and technical review as needed. We bring together expertise that ensures a strong, knowledgeable team capable of supporting and navigating the County's projects.

### 1.1 Firm Histories and Range of Services

Founded in 1954, LACO Associates (LACO) has provided civil, geotechnical, planning, and environmental support to Northern California for more than six decades. LACO planners are experienced with both **advanced planning** (preparation and administration of the General Plan, Zoning Ordinance, Housing Element, and Local Coastal Program) and **current planning** (review and processing of development and land use applications including use permits, design review, General Plan amendments, zone reclassifications, and variances) assignments. We have the capacity to provide environmental analysis and documentation for environmental review under CEQA and develop recommendations for action by County staff and officials.



#### 1.1.1 On-Call Planning Project Assistance

LACO's planning team has extensive experience working in the public sector as County and City planners and is available to serve as an extension of your staff. We have provided on-call staffing, technical reviews, staff reports, CEQA documents, grant services, special project support, and/or project design services to the Counties of Humboldt, Mendocino, Sonoma (Department of Agriculture), Lake, and the Cities of Santa Rosa, Willits, Fort Bragg, Lakeport, Eureka, Arcata, Fortuna, and numerous service districts.

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

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



### **1.1.2 Environmental Compliance**

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

LACO planners have extensive experience in the following areas:

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

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

### 1.1.3 Agency Permitting

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



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

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

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

### 1.1.4 Community Meetings and Public Hearings

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



### 1.1.5 Specialized Expertise

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

#### **Visual Resources Studies**

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

#### **Biological Studies**

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

#### **Mitigation Monitoring Plans**

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

#### **Water Resource Studies/Stormwater Plans**

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



#### **Wastewater Studies**

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

#### **Hydrology and Hydraulics**

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

#### **Geology**

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

#### **Road Evaluations**

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

**SMARA**

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

**1.1.6 Grant Writing**

LACO is experienced in grant writing and has secured millions of dollars for our tribal, municipal, and special district clients through grant programs. LACO maintains a database of current and recurring grant opportunities and stays informed regarding innovative financing options. We understand the opportunity for new funding in rural and disadvantaged communities. We listen closely to our clients to understand their project needs and work closely with funding agencies to craft a creative funding approach. LACO has significant experience working with municipalities to offer grant writing and management services. Our team currently provides on-call grant services to the County of Mendocino and City of Petaluma, and provides program-specific grant writing to a variety of other agencies and non-profits. Following the loss of hundreds of homes in the 2017 Redwood Complex Fire, the County turned to LACO to help support the County's immediate and long-term response and recovery activities. To date, LACO has secured over \$33 million in outside funding for the County to aid response and recovery.

**2.0 WORK PLAN**

In a similar capacity to the services we are currently providing to the County, LACO's project approach includes both in-house and off-site planning support to meet the needs of the Planning Division. LACO would provide Planning services up to 40 hours per week. On-site planning support can be provided for 2 – 3 days per week (16 – 20 hours). LACO would provide a staff member with several years of experience working in the public sector and able to provide oversight and technical expertise to County planners for cannabis and non-cannabis projects. Specifically, Rebecca Dalske and Max Hilken, Associate Planners, will continue to be on-site to provide training and technical expertise to the County planners. With that said, all LACO planners are trained in the public records act and treat all correspondence and reports accordingly. Our deep history working in and with local governments will be a tremendous benefit and will allow our team to continue providing excellent service to the Lake County Planning Division.

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

Overseeing the LACO team is Meghan Ryan, Planning Director, who has over 15 years of planning experience, primarily working in the public sector and processing cannabis permits. Since 2013, Ms. Ryan has worked closely with State and local agencies on forming policy, processing permits, preparing CEQA documents and resolving violations in Humboldt and Mendocino Counties. Ms. Ryan's experience with State and local agencies has made her a trusted in advisor for both applicants and staff on how to navigate the permitting process. Ms. Ryan also has many years of experience processing non-cannabis permits for the County of Humboldt.

Ongoing communication with the County of Lake Assistant County Administrative Officer will be maintained for the duration of the contract as determined by the County and LACO. We will prepare a monthly progress



summary report for attachment to the monthly invoice detailing monthly expenditures, the overall budget status, work activities completed for that billing cycle, and upcoming work activities scheduled for the next billing period.

### 3.0 SELECT PROJECT REFERENCES

The following project references are listed to detail LACO qualifications to provide Planning Services to the County of Lake.

**Project:** Planning Services for the Terra-Gen Humboldt Wind Energy Project

**Client Name:** County of Humboldt Planning and Building Department

**Contact Name:** John Ford, Planning Director

**Phone Number:** (707) 445-7541

**Email Address:** JFord@co.humboldt.ca.us

**Dates of Work:** 2018 - 2020

LACO provides project management support and staff planning services for some of the County's largest projects. This included the Humboldt Wind Energy project, which was supported by LACO and our teaming partners. Although not approved, this project demonstrated extreme dedication to meeting deadlines, collaboration and teamwork, and handling an incredibly controversial project with professionalism and attention to detail. Key issues addressed in the EIR included potential take of federally listed species including marbled murrelet and northern spotted owl, and visual and cultural resource impacts.

**Project:** Humboldt County On-Call Cannabis Application Support

**Client Name:** County of Humboldt Planning and Building Department

**Contact Name:** Cliff Johnson, Supervising Planner

**Phone Number:** (707) 445-7541

**Email Address:** CJohnson@co.humboldt.ca.us

**Dates of Work:** 2017 - 2019 and 2020 - Current



Our team of planners provided part- and full-time planning support at the County offices, where our team reviewed for completeness and assisted with the processing of over 680 cannabis applications submitted to the Planning Department. The team also presented several projects to the Planning Commission for approval. Additionally, the team analyzed over 1,300 different properties throughout the County and engaged with countless landowners, applicants' attorneys, consultants, and members of the community. The team also created several tools, checklists, and guidelines still utilized by County staff. We were proud to be an integral part of launching the cannabis program and assisting to gain momentum in processing applications.

A letter of reference from Mr. Johnson detailing the LACO's team's contribution to the County's Cannabis Services Department is provided in Attachment A.

**Project:** Mendocino County On-Call Planning Services  
**Client Name:** County of Mendocino Planning and Building Services Department  
**Contact Name:** Julia Acker-Krog, Assistant Director  
**Phone Number:** (707) 234-6650  
**Email Address:** ackerj@mendocinocounty.org  
**Dates of Work:** 2014 - Current

LACO's planning team has provided on-call planning support to the County of Mendocino Planning and Building Services Department since 2014. Over the years we have assisted with a wide array of project types, including coastal development permits, major use permits, and cannabis permits. Our team has assisted with environmental compliance and the preparation of Initial Studies, staff reports, and resolutions for more than 80 projects. In addition, our planning team has assisted the County with preparation of its Coastal Cannabis Ordinance and prepared the environmental review for the County's Medical and Adult-Use Cannabis Cultivation Ordinance.

A letter of reference regarding LACO's performance and work with the County of Mendocino is included in Attachment A.

**Project:** Mendocino County Grant Writing Services  
**Client Name:** County of Mendocino Executive Office  
**Contact Name:** Darcie Antle, Assistant Chief Executive Officer/Disaster Recovery Finance Director  
**Phone Number:** (707) 463-4441  
**Email Address:** antled@mendocinocounty.org  
**Dates of Work:** 2017 - Current

Since 2017, following the devastating Redwood Complex Fire that destroyed hundreds of homes, the LACO team has been instrumental in supporting the County's immediate and long-term response and recovery activities. Our multidisciplinary team helped the County prioritize projects, identify relevant funding sources, and pursue funds to supplement recovery resources and satisfy local matching requirements. These projects, ranging from environmental restoration efforts to infrastructure retrofits, allowed the County to augment their recovery efforts while accelerating rebuilding activities and preventing further environmental degradation on the post-fire landscape. To date, LACO has secured over \$33 million in outside funding for the County to aid response and recovery from sources such as the Federal Emergency Management Agency (FEMA), California Department of Forestry and Fire Protection (CAL Fire), California Department of Fish and Wildlife (CDFW), California Department of Housing and Community Development (HCD), Pacific Gas and Electric Company (PG&E), and the United States Department of Agriculture (USDA).

A letter of reference from Ms. Antle regarding LACO's performance and grant writing services for the County of Mendocino is included in Attachment A.

**Project:** Sonoma County Community Development Commission Environmental Review Services  
**Client Name:** Sonoma County Community Development Commission  
**Contact Name:** Marc Chandler, Community Development Manager  
**Phone Number:** (707) 565-7524  
**Email Address:** marc.chandler@sonoma-county.org  
**Dates of Work:** 2020 - Current

Since early 2020, LACO has performed environmental review services for the Sonoma County Community Development Commission (Commission). These services have included environmental review pursuant to the National Environmental Policy Act (NEPA) for projects funded by the U.S. Department of Housing and Urban Development (HUD) through the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Emergency Shelter Grant (ESG) funding programs. As projects are funded, LACO determines the appropriate level of environmental review required and associated timeframes for completing the environmental reviews. LACO works alongside Commission staff to compile all information necessary to complete the proper Environmental Review Record for each project chosen to receive funding through one of the aforementioned programs.

## 4.0 STAFF EXPERIENCE

LACO's planning team is comprised of six Planners with over 60 years of collective governmental, environmental, private, and tribal government planning experience for a wide array of project types and many different jurisdictions. Members of our planning team have served as former public planners and have extensive experience evaluating projects for compliance with required findings, coordinating and addressing agency comments, preparing staff reports and resolutions, and presenting projects to decision makers. Several team members also specialize in the preparation of environmental compliance documents pursuant to both NEPA and CEQA. Additionally, our team also has vast experience and expertise in the Ralph M. Brown Act and California Public Records Act.

We have provided on-call staffing, technical reviews, staff reports, CEQA documents, grant services, special project support, and/or project design services to the Counties of Humboldt, Mendocino, Sonoma (Department of Agriculture), Lake, and the Cities of Santa Rosa, Willits, Fort Bragg, Lakeport, Eureka, Arcata, Fortuna, and numerous service districts. As a team, we are ready to take on any size project. LACO is committed to ensuring that any work done by the team meets the highest quality standards and is motivated to exceed the County's expectations with every task. A brief description of each member of LACO's planning team is included below, with full resumes included in Attachment B.



**Michael (Mike) Nelson, AICP – CEO and Senior Planning Principal**

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



**Meghan Ryan – Planning Director**

Ms. Meghan Ryan will be the LACO planning team lead on the project. Ms. Ryan recently returned to LACO from Humboldt County where she was a Senior Planner assigned to the cannabis permitting program where she reviewed the work of four Planner I/II and provided technical review for staff reports. Ms. Ryan was responsible for finalizing and noticing projects heard by the Humboldt County Zoning Administrator, Humboldt County Planning Commission and the Humboldt County Board of Supervisors. Ms. Ryan initially joined LACO in 2016 with ten years of professional land use planning experience. Her career started as a Planner for

Humboldt County, where she focused primarily on management of the County's Surface Mining and Reclamation Act (SMARA) program and review of legal property descriptions. Ms. Ryan has experience in preparing staff reports and environmental review documents for a variety of other permit types, such as general plan amendments, zone reclassifications, conditional use and coastal development permits, special permits, design review, lot line adjustments and notices of merger. Ms. Ryan was extensive experience working with State and local agencies and the public to provide general information and respond to concerns. Ms. Ryan also has experience in the private sector working as an Environmental Planner and Project Manager for over three years assisting rural property owners with environmental management strategies and preparation of land use entitlement applications for both State and local agencies, such as the Department of Fish and Wildlife, the North Coast Regional Water Quality Control Board, and the State Water Resources Control Board.



**Rebecca (Becky) Dalske – Project Manager and Associate Planner**

Ms. Dalske will serve as Project Manager for the project. Ms. Dalske has over four years of planning and technical writing experience with LACO Associates. At LACO, she has experience with a variety of projects, including: the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, state, and federal requirements for both public and private clients; the preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), and the development and implementation of County programs spanning multiple County departments.



**Megan Marruffo - Senior Planner and Project Manager**

Ms. Marruffo has over 9 years of public planning and private consulting experience and has been part of the LACO team for 6 years. She specializes in CEQA compliance and is also skilled in project management, entitlement processing, plan review, and preparing a variety of professional reports, including environmental review documents, feasibility analyses, staff reports, and resolutions. Ms. Marruffo will be in continual communication with the team and will ensure that projects run smoothly and stay on schedule. Ms. Marruffo will assist with completing and reviewing applications and drafting staff reports that include environmental review for compliance with CEQA.



**Max Hilken - Associate Planner**

Mr. Hilken joined LACO's planning team in July 2017 and has provided project assistance for a variety of project types, including special permits and conditional use permits. He has experience in the preparation of initial studies, technical memorandums, and media content, and is also skilled in geographic analysis. Mr. Hilken also has prior experience with reviewing and processing over 680 cannabis applications submitted to the Humboldt County Planning Department.



**Byron Turner - Senior Planner**

Mr. Turner has over 20 years of experience as a Planner and Project Manager. Most recently served as the Principal Planner for the Lake County Community Development Department and was previously the Assistant Director of the San Benito County Resource Management Agency, where he spent over two years as the Interim Planning Director. He also served as a Planner and Code Enforcement Officer in the County of Imperial. Mr. Turner has extensive experience in a wide range of project types, from industrial scale energy projects and Planned Developments, natural resource extraction and SMARA compliance, and cannabis development and permitting, to minor subdivisions and use permits, ordinance development, and General Plan and Housing Element updates.

## 5.0 ADDENDA ACKNOWLEDGEMENT

LACO acknowledges receipt of Addendum No. 1 and Addendum No. 2.

## ATTACHMENT A

### **Letters of Recommendation**



**COUNTY OF HUMBOLDT**  
**PLANNING AND BUILDING DEPARTMENT**  
**CANNABIS SERVICES DIVISION**

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

To Whom It May Concern -

I am pleased to nominate the LACO Cannabis Services Team for the LACO Project of the Year and the Client Satisfaction awards. As the Supervising Planner for the Cannabis Division within the Humboldt County Planning Department, I have had the pleasure of working with and supervising the LACO team during my tenure in this position. The LACO team has been instrumental to our success for many reasons, among them:

- The LACO Team faced incredible challenges including a massive workload and priorities. The LACO Team transcended these challenges with great equanimity.
- The LACO Team provided essential services in mission critical areas including, but not limited to, cultivation area verifications and review for application completeness.
- An example of problems that arose while performing tasks included not having adequate tools, checklists, or training materials. The LACO team tackled these problems by teaching themselves what they needed to know and developing tools and checklists and guides that are now also used by county employees. An example of this is the cultivation area verification technical guide developed by Max. Another example is the intake and deficiency checklist development by the Team. Yet another example was Meghan mentoring county staff on the permit processing team.
- Because of the nature of their contribution, whether it was deficiency analysis, writing project descriptions, conducting cultivation area verifications, preparing staff reports, and presenting projects on behalf of the County to the Planning Commission, the LACO Team has been involved in some way in almost every metric in cannabis services and have functioned as important members of the Department.
- The LACO team exceeded my expectations because they have gone beyond just providing a supplemental service. They have become an integral part of the operation.

Please accept my nomination of the LACO Cannabis Services Team for Project of the Year and the Client Satisfaction awards. I'm confident that the LACO team has qualified in every measure for the aforementioned awards and am sure you will see that as well.

Sincerely,

Cliff Johnson, Supervising Planner  
Planning and Building Department



## COUNTY OF MENDOCINO

### DEPARTMENT OF PLANNING AND BUILDING SERVICES

► 860 NORTH BUSH STREET • UKIAH • CALIFORNIA • 95482

120 WEST FIR STREET • FT. BRAGG • CALIFORNIA • 95437

Ignacio Gonzalez, Interim Director  
Ukiah Telephone 707-234-6650  
UKIAH FAX 707-463-5709  
Ft. Bragg Phone 707-964-5379  
Ft. Bragg Fax 707-961-2427  
pbs@co.mendocino.ca.us  
www.co.mendocino.ca.us/planning

April 27, 2017

To Whom It May Concern:

It is my pleasure to recommend to you the consulting firm of LACO Associates. Our department has used their consulting services for some time in helping staff with large workloads. At the end of 2016 they were asked to help the county with the implementation of Cannabis Regulations in response to the State's passage of Prop 64. Our county recently adopted the first phase of our cannabis regulations "Medical Cultivation" which will become effective May 4, 2017. LACO and Associates was instrumental in helping our county to design specific regulations and help our staff get the ordinances through the public hearing processes with final adoption by our Board of Supervisors. They are currently assisting county staff to develop the second phase specifically "Non-Cultivation" which will be before a public review meeting on May 2<sup>nd</sup>.

Planning staff has worked closely with Mike Nelson, Elizabeth Burks and Meaghan Ryan. We have found them to be professional, knowledgeable, personable and available on a moment's notice. There have been many instances when items are down to the wire to meet deadlines and with so many reviews by various departments/agencies the last minute re-writes, changes are critical to the noticing process. LACO has been exceptional to helping us meet those deadlines.

Given that the entire cannabis topic is subject to so many unknowns until state regulations are in place, the concept of preparing local regulations is monumental. LACO staff has stayed on top of the latest information from the state which has been very beneficial to our staff. Their knowledge of CEQA was instrumental in their development of an environmental document which could support the ordinances through our hearing processes. They worked with local and state agencies and other interest groups in the preparation of the CEQA document. It proved to be one which was supported from many different environmental interests. Bringing a consensus by groups, that has been on the opposite sides of the fence for decades.

In closing, I would just say that the support that LACO has given our staff has been very important through this whole process. We have worked as a team and no matter what direction we were headed, they were by our side the entire way. Trust is probably the word that comes to mind when thinking of our working relationship with them.

Thank you for the opportunity to offer my comments regarding LACO Associates. I would be happy to talk with you if you should have any questions.

Sincerely,

Mary Lynn Hunt  
Chief Planner





## COUNTY OF MENDOCINO Executive Office

CARMEL J. ANGELO  
CHIEF EXECUTIVE OFFICER  
CLERK OF THE BOARD

501 Low Gap Road, Room 1010  
Ukiah, CA 95482-3734

Email: [ceo@mendocinocounty.org](mailto:ceo@mendocinocounty.org)  
Website: [www.mendocinocounty.org](http://www.mendocinocounty.org)

Office: (707) 463-4441  
Facsimile: (707) 463-5649

July 27, 2020

To whom this may concern:

It is my pleasure to recommend the service of LACO Associates. Jordan Blough and his team at LACO have been instrumental in the County of Mendocino's fire recovery efforts since the October 2017 Redwood Complex Fire and recently for the COVID-19 pandemic. They stepped in after the 2017 fire and assisted with submitting our first recovery grant application by analyzing the Watershed Emergency Response Team (WERT) Report and identifying the appropriate recovery projects.

The County recovery team and I are consistently impressed with LACO's quality of work. Jordan and his team are responsive, bright, tech-savvy, enthusiastic, efficient, and effective. Currently, LACO has assisted the County with applying for over \$14 million in grant funding from various federal and state funding sources. The projects range from hazardous tree removal to COVID-19 emergency response projects to hotel acquisition to house homeless individuals.

LACO's foremost strength is how confident my team and I are in their expertise when needing technical assistance. Jordan and his team have unmatched attention to detail, are reliable, extremely knowledgeable, professional, and most importantly - they understand the community and the County's recovery needs. Soon after winning the bid for the County's recovery grant research and grant writing service, LACO created a methodology to assist the County prioritize recovery projects by ranking projects based on the likelihood of successful funding, importance to the community, and the importance to County operations.

LACO continues to provide the County with exceptional service in identifying funding opportunities and finding new and creative ways to collaborate recovery efforts with community partners. I have no reservation recommending the service of Jordan and his team at LACO Associates. Please feel free to contact me at [antled@mendocinocounty.org](mailto:antled@mendocinocounty.org) or 707-463-4441 if you have any questions.

Sincerely,

Darcie Antle

Deputy Chief Executive Officer/ Disaster Recovery Finance Director  
County of Mendocino

## ATTACHMENT B

### **Staff Resumes**

# Michael Nelson, AICP

*President and Planning Principal*



## **Areas of Expertise**

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

## **Education**

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

## **Continued Education**

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

## **Registrations and Certifications**

AICP Certificate, American Institute of  
Certified Planners

## **Professional Memberships**

American Planning Association  
Project Management Institute

## **PROFESSIONAL EXPERIENCE**

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

## **SELECT PROJECT EXPERIENCE**

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

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

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

# **Michael Nelson, AICP**

*President and Planning Principal*

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

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

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

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

# Meghan Ryan

*Planning Director*



## **Areas of Expertise**

Environmental Planning  
Rural Community Development  
Development and Entitlements  
Surface Mining

## **Education**

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

## **Continuing Education**

Graduate course in Hazard Mitigation  
Planning, Humboldt State University

## **Professional Memberships**

American Planning Association- Member  
Association of Environmental Professionals-  
Member

## **PROFESSIONAL EXPERIENCE**

Ms. Meghan Ryan joined LACO in 2016 with ten years of professional land use planning experience. Her career started as a Planner for Humboldt County, where she focused primarily on management of the County's Surface Mining and Reclamation Act (SMARA) program and review of legal property descriptions. Ms. Ryan has experience in preparing staff reports and environmental review documents for a variety of other permit types, such as Conditional Use and Coastal Development Permits, Design Review, and Notices of Merger. Ms. Ryan also has experience in the private sector working as an Environmental Planner and Project Manager for over five years assisting rural property owners with environmental management strategies and preparation of land use entitlement applications for both State and local agencies, such as the Department of Fish and Wildlife, the North Coast Regional Water Quality Control Board, and the State Water Resources Control Board. In 2017, Ms. Ryan participated in the American Planning Association annual conference as a speaker on the panel discussing implementation of cannabis regulations for local governments. In 2018, Ms. Ryan returned to the Humboldt County Planning Department as a Senior Planner where she managed a team of Planners focused on permitting cannabis projects in the Southern Humboldt region. Ms. Ryan returned to LACO in January 2021. Ms. Ryan is based in our Eureka office.

## **SELECT PROJECT EXPERIENCE**

**Humboldt County Planning and Building Department Senior Planner – Humboldt County, CA.** In her position as a Senior Planner, Ms. Ryan managed permit compliance for cannabis projects in the Southern half of Humboldt County. Ms. Ryan directed preparation of a variety of written materials, including staff reports and notices, for public hearings with the Humboldt County Zoning Administrator. Ms. Ryan provided lead direction, training and work review to professional planners and assigned support staff. Ms. Ryan managed a workload of over 100 projects, focused primarily on large cannabis projects requiring environmental review. Ms. Ryan worked closely with the Department of Fish and Wildlife, State Water Resources Control Board and the North Coast Regional Water Quality Control Board coordinating cannabis program management and violation resolution. Ms. Ryan presented to several hearing bodies, including the Humboldt County Board of Supervisors and the Humboldt County Planning Commission.

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

# Meghan Ryan

*Planning Director*

and review and customer service. Ms. Ryan presented to the Humboldt County Planning Commission.

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

**Mendocino County Contract Planner - Mendocino County, California.** Ms. Ryan performs duties as an extension of County staff. This includes drafting staff reports and CEQA Initial Studies for coastal development permits, minor subdivisions, major use permits, general plan amendments and zone reclassifications. Additionally, her duties included review of draft ordinances, review and assessment of items included in the Mitigation Monitoring and Reporting Programs of the General Plan, development of procedural checklists for coastal development permit processing, and CEQA compliance.

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

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

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

- Surface Mining. Proposed or renewal of permits for existing surface mining operations, including review of operations and reclamation plans, financial assurance cost estimates, coordination with State and local agencies and the applicant, presentation of the permit applications to the Planning Commission.
- Residential. Conditional use permits, coastal development permits, design review, determination of status, notice of merger and lot line adjustments.

# Rebecca Dalske

Associate Planner/Project Manager



## Areas of Expertise

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

## Education

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

## Continuing Education

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

## Professional Memberships

American Planning Association  
Association of Environmental Professionals

## PROFESSIONAL EXPERIENCE

Ms. Dalske joined LACO in late 2016 with prior experience in environmental compliance for a renewable power company in Santiago, Chile, and currently serves as an Associate Planner and Project Manager at LACO. At LACO, she specializes in the preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA), the development and implementation of County ordinances and programs spanning multiple County departments, and the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, State, and Federal requirements for both public and private clients.

Ms. Dalske's experience at LACO additionally has included preparing technical reports for use by public and private clients, scope of services and contract development, zoning and general plan interpretation, and preparation of environmental review documents pursuant to the National Environmental Policy Act (NEPA).

## SELECT PROJECT EXPERIENCE

### Program Development and Management

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

### County of Mendocino Phase II MS4 Permit Implementation – Mendocino County, California.

Ms. Dalske provides ongoing program management and technical support for the implementation of the National Pollutant Discharge Elimination System Phase II MS4 Permit in the unincorporated area of Mendocino County. This includes coordination with multiple County departments and a comprehensive understanding of County functions and permit requirements.

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

# **Rebecca Dalske**

*Associate Planner/Project Manager*

other public entities to ensure the Council is attuned to ongoing developments within the County.

**Construction Site Stormwater Monitoring Services – Mendocino and Sonoma Counties, California.** Ms. Dalske managed the construction site stormwater monitoring program led by the LACO office in Ukiah. During the rainy season, this included implementation of the General Permit for Discharges of Storm Water Associated with Construction Activity (CGP) at numerous construction sites throughout Mendocino and Sonoma Counties by leading weekly stormwater trainings, coordinating daily stormwater monitoring inspections, and maintaining detailed records.

## **Local Agency Technical Projects**

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

**Vineyard and Orchard Site Development and Agricultural Grading & Drainage – Sonoma County, California.** Ms. Dalske assisted with the preparation of the Public Review Draft version of the VESCO Best Management Practices for Agriculture Erosion and Sediment Control Manual and with the engineering review of VESCO projects, which included tracking and coordinating LACO's review of application packets in an orderly manner.

## **CEQA Projects**

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

**Getaway House Major Use Permit – Mendocino County, California.** Ms. Dalske prepared the CEQA Initial Study, project description, and associated application materials and technical studies, and facilitated client, agency, and tribal communication in support of a Major Use Permit for a proposed Getaway House Outpost in Hopland, California.

**Dry Creek Rancheria Proposed Bi' du Khaale Housing Project – Cloverdale, California.** Ms. Dalske coordinated and assisted with the preparation of the CEQA Initial Study, project description, and associated application materials, and facilitated client, agency, environmental consultant and tribal communication for a proposed tribal housing project in Cloverdale, California.

**Mendocino County Behavioral Health Development Project – Ukiah, California.** On behalf of the County of Mendocino, Ms. Dalske prepared the CEQA Initial Study, project description, air quality analysis, and assisted with tribal communication and outreach for a proposed crisis residential treatment facility in the City of Ukiah.



# Megan Marruffo

*Project Manager/Senior Planner*



## **Areas of Expertise**

CEQA and NEPA Compliance  
Local, State, and Federal Permitting  
Technical Writing  
Zoning and General Plan Interpretation

## **Education**

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

## **Continuing Education**

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

## **Professional Memberships**

Association of Environmental Professionals

## **PROFESSIONAL EXPERIENCE**

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

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

## **SELECT PROJECT EXPERIENCE**

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

**General Plan Amendment, Zone Reclassification, and 10-Year TPZ Rollout – Del Norte County, California.** Ms. Marruffo prepared the CEQA Initial Study, project description, figure and report coordination, air quality analysis, and assisted with client, agency, and tribal communication for an approximately 212-acre property in Del Norte County.

**Minor Subdivision and Zone Reclassification – Eureka, California.** Prepared CEQA Initial Study, project description, and associated application materials for a minor subdivision and zone reclassification of an 87-acre property in the Cutten area of Eureka, in addition to client, agency, and tribal communication.

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

## **Megan Marruffo**

*Project Manager/Senior Planner*

**Tribal Housing Project – Cloverdale, California.** Assisted with the preparation of a CEQA Initial Study and air quality analysis for a tribal housing project in Cloverdale, California.

**Quarry and Quarry Rock Processing Facility Entitlements – Whitethorn, California.** Assisted with environmental review (Initial Study) and associated application materials (including a project description and Lake or Streambed Alteration Agreement) for new and renewed entitlements for a rock quarry and quarry rock processing facility in Whitethorn.

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

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

**Strong's Creek Valley Annexation – Fortuna, California.** Prepared project materials, including a Project Description, Plan for Services, and Addendum to EIR documents.

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

**Water Recycling and Reuse – Shelter Cove, California.** Assisted with the preparation of several sections of the CEQA Initial Study, including Aesthetics, Agricultural Resources, Air Quality, Cultural Resources, Recreation, and Transportation, for an expanded recycled water program.

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

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

# Max Hilken

Associate Planner



## Areas of Expertise

Environmental Planning  
Technical Writing  
CEQA Compliance  
Arc GIS

## Education

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

## Professional Memberships

American Planning Association, California  
Chapter, Northern Section

## PROFESSIONAL EXPERIENCE

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

## SELECT PROJECT EXPERIENCE

### Wilcox Quarry Rock Processing Facility – Whitethorn, California

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

### Cannabis Planning and Permitting – Eureka, California

Max Hilken has worked on cannabis projects for both private cannabis clients, and public agencies. Most recently, providing on-call planning services on behalf of the Humboldt County Planning and Building Department, handling over 1,000 and counting cases to ensure compliance. In the private sector, Max Hilken has evaluated the changing focus between state and local water resource regulations, in support of the licensing efforts of multiple clients

### Stormwater Resource Plan (SWRP) – Coastal Mendocino County

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

### Projects Prior to Joining the LACO Team

Max Hilken assisted in refining requirements and regulations outlined in the Boy Scouts of America: National Camp Accreditation Program and ensured camps for the Greater Yosemite Council met these regulations. Max facilitated meetings with various stakeholders, local agencies such as Department of Environmental Health, and Camp Accreditation teams.

# Byron Turner

Senior Planner



## Areas of Expertise

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

## Education

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

## PROFESSIONAL EXPERIENCE

Mr. Byron Turner brings 20 years of experience as a Planner and Project Manager to LACO. Mr. Turner most recently served as the Principal Planner for the Lake County Community Development Department and was previously the Assistant Director of the San Benito County Resource Management Agency, where he spent over two years as the Interim Planning Director while the County restructured in uncertain economic times. In addition to filling the roles of Associate and Principal Planner in San Benito County, Byron also served as a Planner and Code Enforcement Officer in the County of Imperial. His history in the public sector working for these Counties provide the unique perspective of seeing projects "from the other side of the counter." As a public employee, Byron has had extensive experience in Hazard Mitigation Planning and Emergency Operations, including several years as the Planning Section Chief of the San Benito County Emergency Operations Center (EOC). Working for primarily small, rural counties has also allowed Byron to have experience in a wide range of project types, from industrial scale energy projects and Planned Developments, natural resource extraction and SMARA compliance, and cannabis development and permitting, to minor subdivisions and use permits, ordinance development, and General Plan and Housing Element updates.

## SELECT PROJECT EXPERIENCE

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

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

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

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

LACO

# **Byron Turner**

*Senior Planner*

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

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

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

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

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



## COST PROPOSAL

The following standard hourly billing rates would be applicable to the team for the anticipated scope of work, plus expenses. LACO's full Schedule of Rates is included on the following pages.

### LACO Associates

Staff Member	Role	Hourly Rate
Mike Nelson, AICP	Senior Planning Principal	\$185
Meghan Ryan	Principal-in-Charge	\$185
Megan Marruffo	Senior Planner	\$155
Byron Turner	Senior Planner	\$155
Rebecca Dalske	Associate Planner/Project Manager	\$130
Max Hilken	Associate Planner	\$130

Please note that additional support staff including engineers and geotechnical engineers, technical specialists, administrative personnel, and technicians may be added to support County-assigned projects as needed. Additional support staff will be billed in accordance with the Schedules of Rates provided on the following pages.

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



**LACO SOUTH  
2021 SCHEDULE OF RATES**

**HOURLY RATES**

Senior Principal Engineer .....	\$260.00 per hour
Senior Geotechnical Engineer, Senior Managing Engineer .....	\$235.00 per hour
Principal Engineer .....	\$225.00 per hour
Principal Land Surveyor .....	\$210.00 per hour
Principal Planner, Principal Geologist, Senior Project Manager .....	\$185.00 per hour
Senior Engineer .....	\$180.00 per hour
Senior Geologist .....	\$170.00 per hour
Senior Planner, Senior Surveyor, Project Manager .....	\$155.00 per hour
Associate Engineer .....	\$150.00 per hour
Laboratory Manager .....	\$140.00 per hour
Senior Special Inspector, Associate Geologist .....	\$135.00 per hour
Staff Engineer, Associate Planner, Associate Surveyor .....	\$130.00 per hour
Staff Planner, Staff Geologist, Staff Surveyor .....	\$120.00 per hour
Senior Technician .....	\$110.00 per hour
Assistant Engineer, Assistant Planner, Assistant Geologist, Assistant Surveyor .....	\$105.00 per hour
Senior Project Coordinator .....	\$90.00 per hour
Project Coordinator .....	\$80.00 per hour

**HOURLY PREVAILING WAGE FIELD INSPECTION RATES**

Group 1: Masonry, Group 2: Welding / Construction Inspections .....	\$175.00 per hour
Group 3: Soils, Group 4: Concrete .....	\$170.00 per hour

**HOURLY SURVEY RATES\***

Marking Borings / USA Marking Humboldt / Sonoma / Napa (Prevailing Wage Qualifying) .....	\$201.00 per hour
Marking Borings / USA Marking Mendocino / Lake (Prevailing Wage Qualifying) .....	\$150.00 per hour
One-Man Survey .....	\$150.00 per hour
One-Man Survey (Prevailing Wage Qualifying) .....	\$200.00 per hour
Two-Man Survey .....	\$275.00 per hour
Two-Man Survey (Prevailing Wage Qualifying) .....	\$350.00 per hour
Three-Man Survey .....	\$350.00 per hour
Three-Man Survey (Prevailing Wage Qualifying) .....	\$475.00 per hour

\*Hourly survey rates are charged for travel time to and from job site and on-site time.

**EXPERT WITNESS SERVICES\*\***

Principal Professional Expert .....	\$475.00 per hour
Senior Professional Expert .....	\$365.00 per hour

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

**ANNUAL RATE INCREASE**

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

**NOTES**

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

# LACO

## TRANSPORTATION

Automobile and pickup:\*

Trip charge per day (half-day minimum charge) ..... \$70.00 per day (\$35 minimum charge)  
Over 80 miles ..... Federal Rate + \$0.10 per mile

Other transportation, air travel, etc..... \$Cost + 15%

## MATERIALS

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

## RATES FOR MATERIALS AND SOILS TESTING

Laboratory tests are performed on samples delivered to our lab in Santa Rosa, California. Sample pick-up, special tests, and unusual sample preparation are billed at the applicable hourly rate. Faxes of reports and duplicate mailings are available for \$5 each. Reports requiring review and signature will be billed at the applicable rate.

### A. AGGREGATE AND SOILS TESTING

100.	Sieve Analysis – Coarse and Fine, Caltrans 202, ASTM C-136 .....	\$186.00
101.	Sieve Analysis – Coarse, Caltrans 202, ASTM C-136.....	\$93.00
102.	Sieve Analysis – Fine, Caltrans 202, ASTM C-136.....	\$93.00
103.	Finer than #200, ASTM C-117 .....	\$80.00
104.	Particle Size Analysis, ASTM D-422 .....	\$192.00
105.	Cleanliness Value, Caltrans 227 .....	\$186.00
106.	Atterberg Limit - Wet.....	\$220.50
107.	Hydrometer Analysis.....	\$75.00
108.	Bulk Density of Soils .....	\$53.00
109.	Atterberg Limits, LL-PL-PI, ASTM 4318.....	\$171.00
110.	Sand Equivalent, Caltrans 217, ASTM D-2419.....	\$186.00
111.	Specific Gravity – Coarse, Caltrans 206, ASTM C-127 .....	\$141.00
112.	Specific Gravity – Fine, Caltrans 207, ASTM C-128.....	\$155.00
113.	Maximum Density of Soils, Caltrans 216, ASTM D-698 or D-1557 .....	\$278.00
114.	Maximum Density of Soils with Rock Correction, ASTM D-4718 .....	\$300.00
301.	Nuclear Density Gauge (hourly), Caltrans 231, ASTM D6938 ** .....	\$15.00
302.	Nuclear Density Gauge (daily), Caltrans 231, ASTM D6938 ** .....	\$85.00
116.	Organic Impurities, ASTM C-40 .....	\$80.00
117.	Moisture Content of Soils In Place, ASTM D-2216 .....	\$25.00
118.	Density of Soils In Place, ASTM 2937 .....	\$50.00
119.	Percent Crushed Particles, Caltrans 205, ASTM D-5821 .....	\$186.00
120.	Durability Index – Coarse, Caltrans 229, ASTM D-3744 .....	\$150.00
121.	Durability Index – Fine, Caltrans 229, ASTM D-3744.....	\$150.00
122.	Concrete Slab Relative Humidity Test.....	\$98.00
123.	Unconfined Compressive Strength .....	\$80.00
124.	CBR Soils Test with Compaction.....	\$550.00
125.	Consolidation, 3" dia., ASTM D-2435 .....	\$280.00
126.	Consolidation Test – Additional Points .....	\$45.00
127.	Direct Shear, ASTM D-3080 (3 points) .....	\$275.00
128.	Direct Shear, ASTM D-3080 (per additional point) .....	\$69.00
129.	Sample Preparation .....	\$35.00
130.	Expansion Index, ASTM D-4829 .....	\$351.00
131.	Pocket Penetrometer.....	\$20.00
135.	Unit Weight, ASTM C-29 .....	\$186.00
139.	CBR Soils Test Without Compaction .....	\$350.00
166.	Max. Theoretical Specific Gravity (RICE), ASTM D2041.....	\$175.00
167.	Moisture % of Bituminous Mixtures, CAL370 .....	\$75.00



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168.	Bulk Specific Gravity of Compacted Asphalt Mixtures, ASTM D2726 .....	\$65.00
169.	Marshall Compaction, Density, 3 specimens, ASTM D6926, D2726 .....	\$345.00
170.	Marshall Stability & Flow, 3 specimens, ASTM D6927 .....	\$230.00
171.	% Binder Content, NCAT Ignition Oven, ASTM D6307 .....	\$150.00
172.	NCAT Calibration, ASTM D6307 .....	\$380.00

For other testing not listed, please inquire.

## B. CONCRETE AND FIELD TESTING

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

## C. SPECIAL EQUIPMENT

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

\* Minimum charge of 1/2-day on all equipment billed on daily basis

\*\* Plus Technician Rate

\*\*\* Sample preparation not included



September 14, 2021

7502.03

CONFIDENTIAL

County of Lake

Administrative Office

Sent via email to: susan.parker@lakecountycalifornia.gov

Attention: Carol J. Huchingson, County Administrative Officer

Subject: Request for Qualifications for Planning Services (RFP No. 21-11)  
County of Lake Administrative Office

Dear Carol J. Huchingson:

Please find enclosed LACO Associates' (LACO) response to the County of Lake's Request for Qualifications (RFQ) to provide Planning Services for both cannabis and non-cannabis permit applications. LACO recognizes continuing to provide public service and timely permit processing during times of transition is of the utmost importance. LACO has provided professional consulting services for over 65 years since we first opened our doors in Eureka in 1954. Since that time, we have expanded from a small engineering firm to a full-service multidisciplinary consulting firm with offices in Eureka, Santa Rosa, Ukiah, Fort Bragg, and Chico.

Our top-notch planning team is passionate about assisting local governments with their permitting needs. Our team includes AICP-Certified planners and senior- and associate-level staff with over 60 years of collective public planning and CEQA experience. All the planners at LACO, either through past positions as County planners or through providing on-call, contract planning services such as those we have successfully delivered in Humboldt and Mendocino Counties have experience processing current planning applications. LACO plays a key role in assisting Humboldt with cannabis permitting, including review and approval of permit applications. Since October 2020, LACO has been assigned 118 projects by the Humboldt County Planning Department, 59 of which have been approved at Zoning Administrator or Planning Commission meetings with additional projects scheduled for hearings on September 16, 2021 and October 7, 2021. LACO staff works directly with applicants to complete their project files, draft the staff reports, and attend the hearings. LACO also authored the Mitigated Negative Declaration, prepared pursuant to the California Environmental Quality Act (CEQA), for the Mendocino County cannabis cultivation ordinance and previously provided on-call planning services to the County of Mendocino, which included cannabis permit and coastal development permit processing.

LACO understands the County of Lake (County) Administrative Office is seeking a qualified firm to process permit applications from start to finish, including review and processing of permit applications, coordination with State agencies, reviewing and drafting environmental documents pursuant to CEQA, drafting staff reports and presenting projects to hearing bodies, such as the Lake County Planning Commission and Board of Supervisors. Our team of experts is extremely familiar with local land use regulations, including but not limited to the County's General Plan; Zoning, including Cannabis, Subdivision, Building, and Fire Safe Regulations. LACO stays informed on decisions by the Board of

21 W. Fourth Street  
Eureka, CA 95501  
707 443-5054

776 S. State Street, Suite 103  
Ukiah, CA 95482  
707 462-0222

1550 Airport Blvd., Suite 102  
Santa Rosa, CA 95403  
707 525-1222

1209 Esplanade, Suite 4  
Chico, CA 95926  
530 801-6170

Supervisors, so we can stay informed on the most recent ordinance revisions and resolutions. We have prepared countless CEQA documents for projects located within county jurisdictions. We are familiar with local natural resources and preparing CEQA documents for projects in a rural setting. Our CEQA documents are tailored to the project being considered in terms of the scale and scope of effort. We keep CEQA uncomplicated whenever feasible and drill in on issues that require more discussion and analysis. We also maintain a complete record of all documents relied upon while we prepare our work, understanding that even straightforward projects can be challenged and the value of a complete administrative record in such circumstances. LACO is able to provide exceptional project-level planning services, including project intake, completeness review, correspondence with referral agencies and applicants, Tribal consultation, preparing staff reports, preparing CEQA Initial Studies, and presenting projects before the decision makers, similar to work performed in Humboldt and Mendocino counties. These services can be provided in-house and remotely from the LACO offices. We are prepared to be as full service as necessary to relieve the burden on staff and shepherd projects efficiently to decision. We understand the challenges facing staff at public agencies. These challenges are only exacerbated by the ever-changing directives associated with COVID-19. LACO employs a team of planners and has ample capacity to be responsive to on-call assignments. Our team is here to serve as an extension of your staff, shifting priorities when you need to and moving rapidly to meet your deadlines. Our deep history working in and with local governments will be a tremendous benefit and will allow our team to continue providing excellent service to the County.

Overseeing the LACO team is Meghan Ryan, Planning Director, who has over 15 years of planning experience, primarily working in the public sector and processing cannabis permits. Since 2013, Ms. Ryan has worked closely with State and local agencies on forming policy, processing permits, preparing CEQA documents and resolving violations in Humboldt and Mendocino Counties. Ms. Ryan's experience with State and local agencies has made her a trusted advisor for both applicants and staff on how to navigate the permitting process. Ms. Ryan also has many years of experience processing non-cannabis permits for the Humboldt County Planning Division, and is therefore very familiar with the permitting process and the importance of public participation.

Thank you for your consideration and we look forward to continuing our relationship with the County. Please feel free to contact Mike Nelson or Meghan Ryan at (707) 443-5054 or via email at [nelsonm@lacoassociates.com](mailto:nelsonm@lacoassociates.com) or [ryanm@lacoassociates.com](mailto:ryanm@lacoassociates.com), should you have any additional questions. We look forward to speaking with you.

Sincerely,  
LACO Associates



Michael D. Nelson, AICP  
CEO/Principal



Meghan Ryan  
Planning Director

MKR:mm









# LACO Planning Services Agreement No 2

Final Audit Report

2021-10-01

Created:	2021-09-30
By:	Carol Huchingson (carol.huchingson@lakecountyca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA7FsnT5rg7MfNG8bWRRXKDhvSGSdgYdf

## "LACO Planning Services Agreement No 2" History

-  Document created by Carol Huchingson (carol.huchingson@lakecountyca.gov)  
2021-09-30 - 4:59:17 PM GMT- IP address: 208.91.28.66
-  Document emailed to anita grant (anita.grant@lakecountyca.gov) for signature  
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-  Email viewed by anita grant (anita.grant@lakecountyca.gov)  
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-  Document e-signed by anita grant (anita.grant@lakecountyca.gov)  
Signature Date: 2021-09-30 - 5:02:25 PM GMT - Time Source: server- IP address: 208.91.28.66
-  Document emailed to Michael D. Nelson (nelsonm@lacoassociates.com) for signature  
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-  Email viewed by Michael D. Nelson (nelsonm@lacoassociates.com)  
2021-10-01 - 0:01:08 AM GMT- IP address: 50.213.101.254
-  Document e-signed by Michael D. Nelson (nelsonm@lacoassociates.com)  
Signature Date: 2021-10-01 - 0:01:54 AM GMT - Time Source: server- IP address: 50.213.101.254
-  Agreement completed.  
2021-10-01 - 0:01:54 AM GMT