



Corporate Office:
3120 Freeboard Drive, Suite 201
West Sacramento, CA 95691
(916) 447-2854 • Fax (916) 447-2878

July 7, 2017

Mr. Larry Lees
County Executive Officer
Shasta County
1450 Court Street, Suite 308
Redding, CA 96001

RE: Shasta County / Jones Valley CSA #6 Water Rate Study (AR 5438)

Dear Mr. Lees,

The Rural Community Assistance Corporation (RCAC) is pleased to submit a proposal to conduct a water rate study for the Jones Valley County Service Area #6 (CSA #6), in accordance with AWWA standards and various California regulations and court cases.

Our methodology is acceptable to the funding agencies represented in the California Financing Coordination Committee, including USDA Rural Utilities Services and the California and the State Water Resources Control Board (SWRCB).

The rate study will be conducted at no cost to Shasta County or the Jones Valley CSA #6; Funding for this survey will be provided by the State Water Resources Control Board – Division of Financial Assistance, Proposition 1 Technical Assistance Comprehensive Assistance to Tribal and Small Systems Project Agreement No. D1612801 / AR 5438.

The county will provide the following information about the Jones Valley CSA#6 in a timely fashion:

- List of all capital assets: year of installation, original cost
- Budget
- Sales: volume of water sold by customer, by month, for at least one 12 month period
- Meter sizes
- Existing water rates
- Debts: original date, annual payment, maturity date
- Reserves: debt reserve, operating reserve, emergency reserve, capital reserve
- Anticipated growth rate
- ROI on invested funds
- Any funded projects currently being implemented: description, completion date, funding
- Any anticipated projects (not currently listed as a capital asset, nor funded yet): description, anticipated installation date

Once the data is received, it will be entered into our comprehensive rate model. All data and assumptions will be discussed with county staff and representatives of the community. The model will recommend a rate, which is NOT the rate that is expected to be implemented, but is a start for a discussion between county staff, the community

ATTACHMENT #2

*Mr. Larry Lees
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and RCAC. The RCAC model will point out the consequences of any rate selected by the parties and guide them to a rate that is acceptable to the county and the community.

RCAC believes that the involvement of the community and the county is critical in developing water rates that are acceptable to the majority of the community AND the county. The goal is to build financial capacity and that requires the trust of the community so the Prop 218 process will not fail again.

After the county, community representatives and RCAC agree on a rate, RCAC will present the rates to the community during several community meetings.

The prior rate study done by county staff did not fail because of any major flaws in its logic, it failed because of the lack of trust the community has in the county. We believe RCAC is uniquely positioned to work both with the county and the community to achieve a rate increase that is necessary to continue to provide drinking water to Jones Valley.

No contract is necessary between RCAC, the funder, and the county. However, we do expect a full commitment from the county to the project and the willingness to provide data and feedback.

If you have any additional questions or require additional information regarding this rate study proposal, please contact John Van den Bergh at 916-917-4284.

Sincerely,

John Van den Bergh

John Van den Bergh
Rural Development Specialist
Community and Environmental Services

Enclosures: Example Rate Study
 RCAC MHI Staff Resumes
 Community References



Rate Study Community References

Jonnie Allison, General Manager

Frazier Park PUD
661-331-2995
(1169 connections)

Paul Lewis, General Manager

Lakeside Woods MWC
530-440-5361
(180 connections)

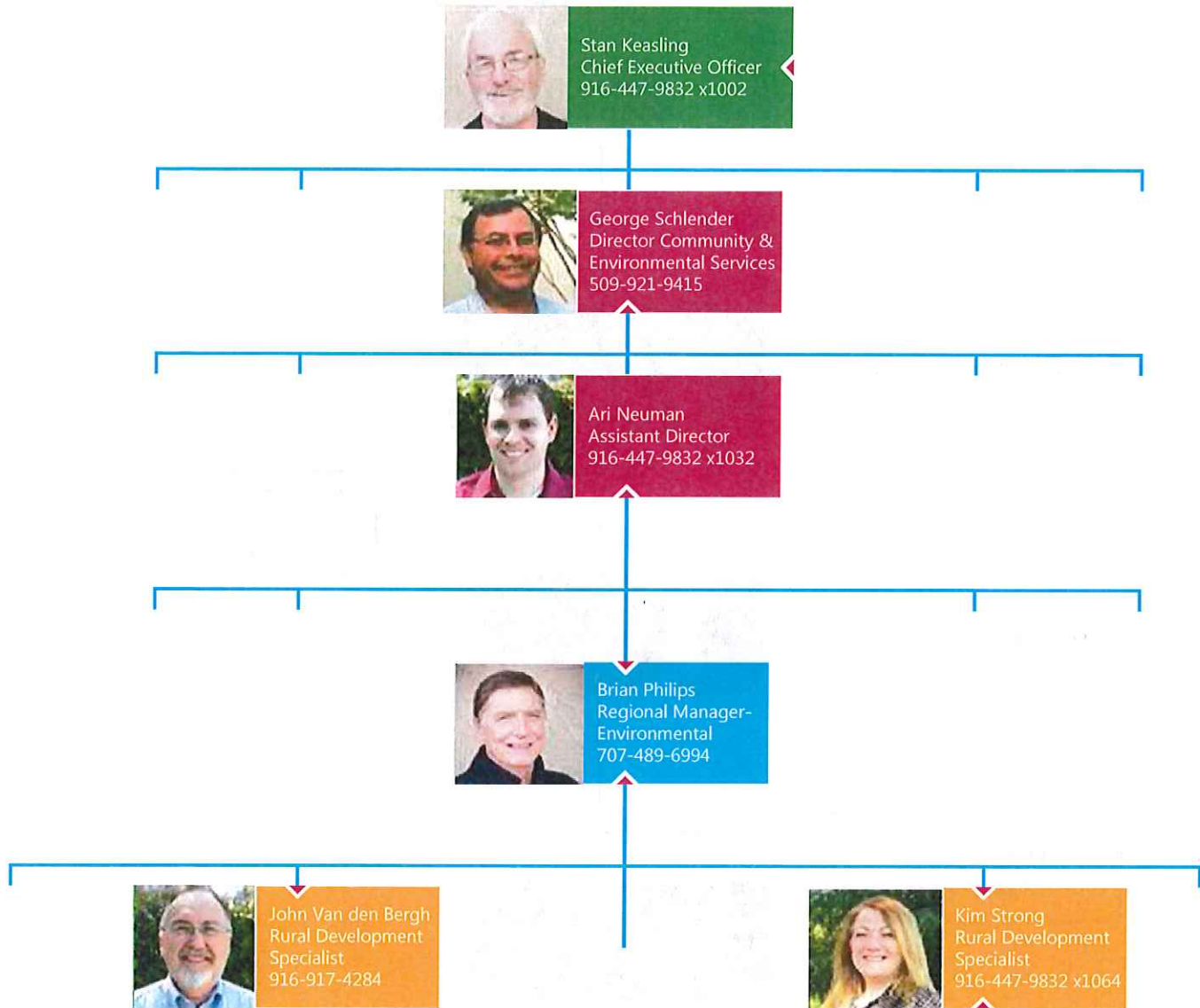
Tim King, General Manager

Lassen Pines MWC
530-722-7306
(133 connections)

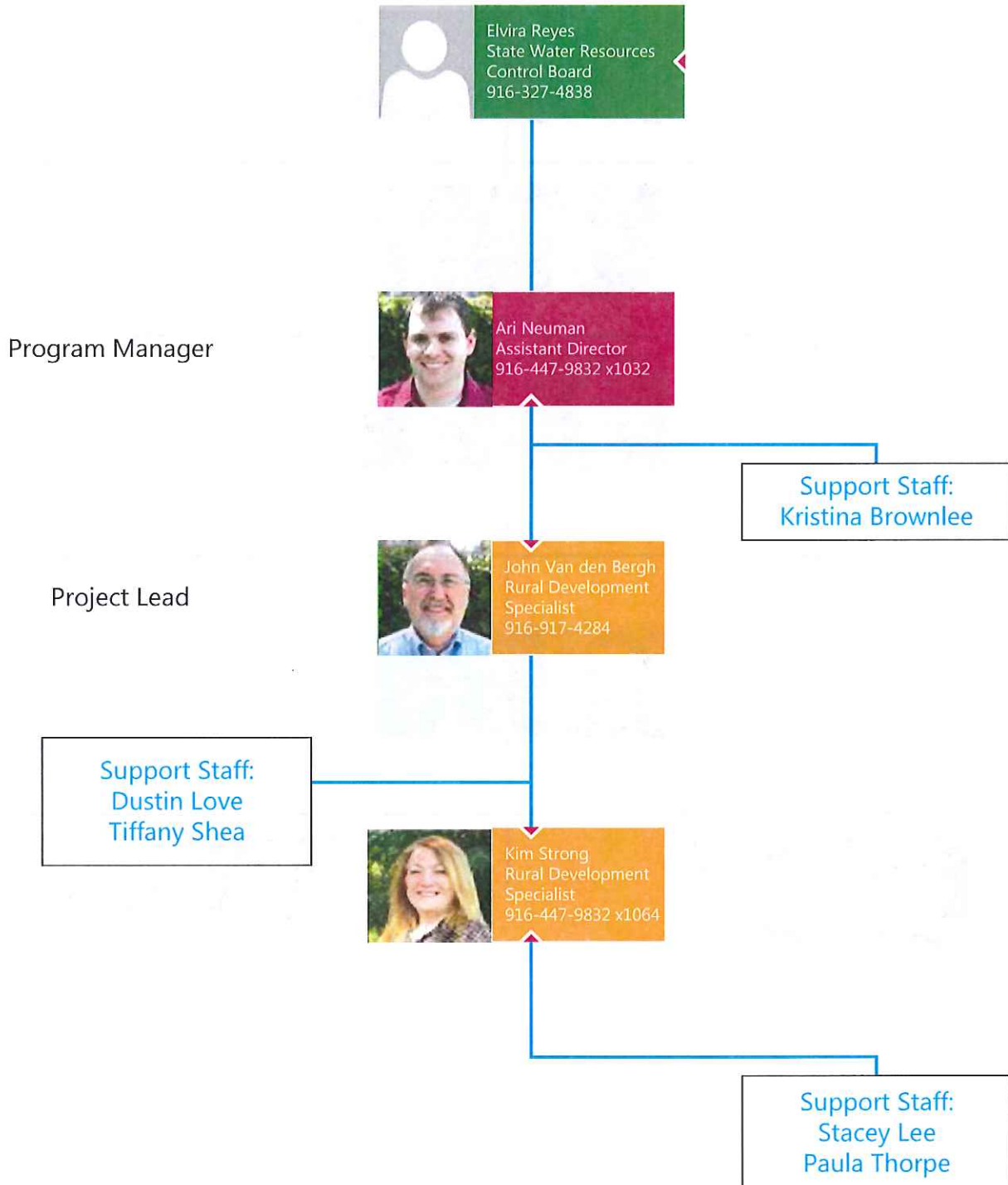
Mey Bunte, P.E.

Lassen District, Redding Field Office
SWRCB, Division of Drinking Water
530-224-3265

RCAC Organization Chart



Shasta County CSA#6 Project Organization Chart





Kristina Brownlee
Program Analyst

West Sacramento, California

Skills

- Data management
- Fiscal management
- Project management
- Research, writing, and editing
- Systems development
- Contract reporting and compliance

Software Competency

- Word
- Excel
- Outlook
- PowerPoint
- SharePoint
- Unanet

Experience

Kristina Brownlee joined RCAC in 2016. As part of the Grants and Contracts Administration Unit, she provides general and specialized ongoing grant and contract management in support of RCAC's Community and Environmental Services Department. Ms. Brownlee reviews, tracks, and analyzes environmental contract deliverables, budget expenditures and required program and financial reports.

Prior to joining RCAC, Ms. Brownlee worked for Montana Department of Commerce's Community Development Division in Helena, Montana. As Program Specialist for the Treasure State Endowment Program, she administered infrastructure construction grants ranging from \$150,000 to \$750,000 for water, wastewater, and bridge projects benefitting low-income rural communities across Montana. In this role, she participated in grant review and ranking as well as technical assistance, project coordination, and field monitoring.

Ms. Brownlee also has considerable experience in the philanthropy sector, particularly major donor fundraising for wildland conservation efforts throughout the Rocky Mountain West. In that capacity, she coordinated efforts to raise nearly \$10 million annually through individual donors, as well as private and family foundations. She has managed a range of fund development activities such as donor stewardship efforts, prospect research, cultivation events, database and file maintenance, grant writing and reporting, and financial tracking.

Education

Master's Degree in Public Administration, School of Public Affairs, University of Colorado, Denver, CO

Bachelor of Arts, Cultural Anthropology with Honors, University of Montana, Missoula, MT

Professional Affiliations

American Society for Public Administration

National Grants Management Association



Stanley Keasling
Chief Executive Officer

West Sacramento, California

Skills

- Nonprofit corporation management and administration
- Mutual self-help housing
- Multifamily affordable housing development
- Community development planning and finance

Experience

Stanley Keasling has been RCAC's chief executive officer since 2008. As CEO, Mr. Keasling is responsible for RCAC's overall strategic direction, financial health and quality of services. Mr. Keasling supervises the chief financial officer and all department directors. He reports to the board of directors and carries out the policies established by the board.

Mr. Keasling has more than 40 years of experience in affordable housing and community development. He began his community development work as a VISTA volunteer with Self-Help Enterprises. While at Self-Help Enterprises, Mr. Keasling worked with the self-help, multifamily and public facility programs. He helped establish the community development program which then formed Rural Community Assistance Corporation. Mr. Keasling spent nearly 15 years as executive director of Rural California Housing Corporation (RCHC) and was instrumental in initiating RCHC's merger with Mercy Housing. Prior to becoming RCAC's CEO, Mr. Keasling served as vice president and senior vice president at Mercy Housing. He also has experience as a private consultant.

Education

Bachelor of Arts, History, University of California, Berkeley
Summer Program for Senior Executives in State and Local Government, Harvard University
NeighborWorks Achieving Excellence in Community Development, Harvard University

Professional Affiliations

Past Chair and Board Member, Rural Community Assistance Partnership
Executive Committee, National Rural Housing Coalition
Past Chair and Board Member, California Coalition for Rural Housing
Board Member, Sacramento Housing Alliance
Community Development Advisory Committee, Morgan Stanley Bank
Board Member, Rural California Housing Corp.
Board Secretary, Park Village Apartments, Inc.
Board Member, Housing California



Dustin Love

**Publications and Graphic Design Specialist
West Sacramento, California**

Skill Areas

- Graphic Design and Layout
- Typography
- Photography
- Illustration
- Adobe Creative Software
- HTML and CSS
- Print Production
- Proofreading
- Microsoft Office Software

Experience

Dustin Love joined RCAC in 2012 as a graphic design intern. After completing his degree in graphic design, he was promoted to publications and graphic design specialist. Mr. Love designs and produces various printed materials including brochures, annual reports, booklets, flyers, manuals, case studies and stationery. He works with printers to order print materials for RCAC staff. Mr. Love also designs online publications such as email newsletters, invitations and promotions. He occasionally assists RCAC staff with updating the website as well as working on various writing and editing projects.

Outside RCAC, Mr. Love developed numerous school projects including posters, websites, books and brochures. He has also done freelance work designing T-shirts, books, logos, newspaper ads and illustrations for various organizations and individuals.

Employment History

- Publications and Graphic Design Specialist – RCAC
- Graphic Design Intern – RCAC
- Live Goods Merchandiser – Resource Plus
- Delivery Driver – Mountain Mike's Pizza
- Farm Worker – Tomich Orchard

Education

Bachelor of Science, Graphic Design, California State University, Sacramento
Associate of Arts, History, Sierra College, Rocklin, CA
Associate of Science, Music, Sierra College, Rocklin, CA



Ari Neumann

Assistant Director, Community and Environmental Services West Sacramento, California

Skills

- Tribal and small systems drinking water and wastewater resources
- Environmental infrastructure financing
- Environmental legislation and advocacy
- Environmental database development and implementation
- Rural community development

Experience

Ari Neumann joined RCAC in 2016. As assistant director for RCAC's community and environmental services, Mr. Neumann oversees four regional environmental managers that supervise technical field staff within California and Arizona.

Mr. Neumann is a talented environmental advocate with extensive experience in rural small systems utilities. Before joining RCAC, he held a director level position at the national Rural Community Assistance Partnership (RCAP) in Washington DC. RCAC is RCAP's western affiliate. Mr. Neumann has extensive experience in environmental advocacy including drafting legislation that was signed into law in the Agricultural Act of 2014. He applied for and oversaw implementation of approximately \$8 million dollars in federal grants to fund RCAP programs nationwide. Mr. Neumann managed the update of RCAP's IT infrastructure, which supports a web-based environmental database used by the RCAP network partners for data collection and reporting.

Education

Juris Doctor, University of Washington School of Law. Admitted to Washington, DC Bar
Bachelor of Arts, American Studies with a concentration in Environmental Policy, Stanford University, Palo Alto, CA

Professional Affiliations

Board Member, GreenLaw Environmental Law Society, 2007-2008
President, UW Law Washington DC Alumni, 2011 - 2016



Brian Phillips
Regional Environmental Manager – Training

Bridgeville, California

Skills

- Public administration
- Water treatment and distribution system management
- Budgeting and fiscal management
- Water operator training
- Planning
- Public communications

Experience

Brian Phillips joined RCAC in 2000. As the regional environmental manager in Northern California, Mr. Phillips organizes, develops, coordinates and manages budgets and staff work plans, and presents workshops under the California State Revolving Fund program to water system operators and managers. He also manages a team of seven rural development specialists.

Before joining RCAC, Mr. Phillips was the general manager for the Millview County Water District in Ukiah, California. While there, he supervised six district staff and oversaw the finances for the three MGD water treatment plants and 1,400 service connections. He administered the governmental billing and accounting process and procedures, budgets, fiscal management, personnel issues and loan and grant applications. Mr. Phillips also worked for the Humboldt Community Services District for more than fifteen years where he held many positions including superintendent, district planner and engineering aid. He planned, organized, directed and coordinated the maintenance, construction, distribution and operation functions for the water and wastewater district. Mr. Phillips also developed programs, policies and special projects such as a steel main replacement program, capital improvement plan, meter replacement schedule, street lighting and upgrading sewer lift stations and the water flushing program.

Mr. Phillips participates in water issue discussions on various local and national committees. He also consults with rural communities and public agencies in organizational and operational areas, TMF requirements and alternative wastewater systems. Mr. Phillips is experienced in reviewing and preparing loan and grant applications for the California Department of Public Health Services (CDPH) SRF program, USDA and CDBG funding. He also trains water and wastewater treatment and distribution operators and presents workshops to elected officials and national organizations.

Education

Bachelor of Science, Business Administration, Financial Management and Real Estate and Urban Land Use, California State University, Sacramento CA
 Grade III Water Treatment Operator certification, California
 Grade II Water Distribution Operator certification, California
 Water conservation specialist certification, American Water Works Association

Professional Affiliations

Various leadership positions, past president of local section, California Water Environment Association
 Past director, California Rural Water Association
 Member, American Water Works Association, CA/NV/HI sections
 Member, Wine Country Water Works Association
 Representative, Humboldt County Utility Coordinating Committee
 Emergency Response and Mutual Aid representative, Water Agency Response Network



George Schlender
Director, Community and Environmental Services

Spokane, Washington

Skills

- Water resources and water rights
- Water rights acquisition
- Onsite wastewater treatment
- Water reclamation and reuse
- Wastewater treatment/facility planning
- Regulatory compliance and permitting
- Drinking water management and public health

Experience

George Schlender joined RCAC in 2003. As director for RCAC's community and environmental services, Mr. Schlender supervises eight regional managers that supervise technical field staff within the 13 western states, the Pacific territories and US Virgin Islands. He leads RCAC's Rural Planning and Capacity Building unit, which offers RCAC's leadership program and Building Rural Economies initiative.

Mr. Schlender is a skilled supervisor and senior environmental manager with more than 40 years of experience in the fields of water and wastewater management. Before joining RCAC, he held senior positions with the State Health Department, Division of Drinking Water and the Water Resources Program at the Department of Ecology within Washington State. Mr. Schlender has extensive experience in sanitary survey of drinking water supplies, capacity program development and public health protection. He is the president of a small water and wastewater system board of directors and is the water system operator for a small 125 connection water system in Idaho. He also is an appointed Water Commissioner on the Spokane County Water Conservancy Board and is licensed to perform water right transfers and changes. Mr. Schlender received the 2001 Governors Distinguished Management Leadership Award in Washington State, and was a 2006 Leadership Spokane graduate.

Education

Bachelor of Science, management specialty, Water and Wastewater Management, City University, Seattle WA

Associate of Arts, Civil Engineering Technology, Centralia College, Centralia WA

Professional Affiliations

License, Idaho Very Small Water System

Board commissioner, Washington State Approved Water Conservancy



Tiffany Shea
Project Coordinator – Conferences, Training & Events

West Sacramento, CA

Skills

- Project coordination
- Editing and proof reading
- Print production and distribution
- Marketing
- Website maintenance

Experience

Tiffany Shea joined RCAC in January, 2017. As Project Coordinator for the Conference, Training and Events department, she works with staff trainers and presenters, the conference registrar and meeting planner to coordinate and organize training events, including workshops and conferences.

Ms. Shea develops training schedules; edits training materials in both printed and digital formats; coordinates printing and production services; and contributes to reporting on RCAC's trainings to funders and the board of directors.

Her prior experience includes office, circulation and event management.



Stacey Lee
Project Assistant

West Sacramento, CA

Skills

- Survey Coordination
- Data reporting
- Print, mail, and inventory organization
- SharePoint site management
- Editing and proof-reading

Experience

Stacey Lee started at RCAC in March 2017 as a Project Assistant for RCAC's Community and Environmental Services Department. She works with Rural Development Specialists to provide project status updates and administrative support for field staff. She oversees the data reporting for Median Household Income surveys and compiles the final reports to be submitted to communities and project funders.

Employment History

- Field Interviewer – Ewald & Wasserman Research Consultants
- Field Operations Associate – Adecco at Google
- Weekend Office Manager – AJ Tutoring



Kimberley Strong
Rural Development Specialist – MHI

West Sacramento, California

Skills

- Time management including organization, planning and scheduling
- Conducting surveys and producing reports while adhering to state and federal guidelines
- Community outreach events

Experience

Kimberley Strong became a rural development specialist with RCAC in 2016. She conducts median household income (MHI) surveys, provides technical assistance to rural water and wastewater systems in California, and is the corporate liaison for MHI surveys in Arizona, Idaho, Utah and Washington. Her responsibilities include planning and implementation of MHI surveys under RCAC's Proposition 1 and State Revolving Fund contracts with the State of California; providing managerial and financial technical assistance to rural communities; and representing RCAC at conferences, CalTap Fairs and other outreach events.

Ms. Strong joined RCAC in 2013 as an administrative specialist providing logistical support for trainings and events, and customer service for workshop registrations. She became MHI project coordinator in 2015. Her duties included coordination of mailings and door-to-door surveys while ensuring data confidentiality and adherence to all state and federal guidelines; response rate monitoring; data quality control; and final results letters and reports.

Ms. Strong's previous experience includes more than 15 years working in administration in transportation, construction, education and healthcare. Her expertise includes compiling and formatting the contributions of multiple writers into cohesive documents; scheduling and coordinating meetings and events; and preparing correspondence, maintaining databases and acquiring project-specific documents while meeting deadlines.

Education

Meeting and Event Planning, California State University, Sacramento, College of Continuing Education

Advanced MS Excel, Fred Pryor Training Seminars
North Seattle Community College, Seattle WA

Professional Affiliations

Active Member, American Water Works Association, Cal-Nevada Section 2017

Former Member, Society of Government Meeting Professionals, Sacramento Chapter 2013-2017

Former Secretary, Small Systems Inter-Agency Outreach Committee 2014-2017



Paula Thorpe

Administrative Specialist, Community & Environmental Services

West Sacramento, CA

Skills

- Microsoft Word, Excel, Access and PowerPoint
- Time management and multi-tasking
- Budgeting and payroll
- Meeting and event planning
- Vendor relations
- Research/writing
- Executive travel planning
- Ability to perform well under deadline

Experience

Paula Thorpe provides specialized administrative and client service support for the Community and Environmental Services Department. Prior to joining RCAC in 2017, Ms. Thorpe worked at the Sacramento Bee newspaper for 30 years, the last five at the executive level. Ms. Thorpe served as Office Manager for the Marketing and Public Affairs Division at the newspaper for two years before becoming a supervisor for a staff of six in the newsroom. Her previous experience includes administrative support for an Executive Recruiting firm.

Education

Del Campo High School
Los Rios Community Colleges

Professional Affiliations

Toastmasters Club



John Van den Bergh
Rural Development Specialist-Environmental

West Sacramento, CA

Skills

- Water/wastewater system management
- Operations, planning and budget development
- Federal, state and local government grant and loan applications
- Special districts capital improvement plan development
- Water rights leases

Experience

John Van den Bergh joined RCAC in 2016. As a rural development specialist, Mr. Van den Bergh performs and explains water rate studies and assists districts in complying with California Proposition 128 (the Environmental Protection Act of 1990).

Before joining RCAC, Mr. Van den Bergh was a State Revolving Fund (SRF) specialist for the California Rural Water Association and the General Manager for the Fall River Valley Community Service District. As an SRF specialist, he provided technical, managerial and financial assistance to special districts. He also conducted water rate studies, compiled loan and grant applications for capital improvement projects, and wrote operation plans. As a General Manager, Mr. Van den Bergh managed the development and implementation of major infrastructure replacement and expansion projects, two parks and a hydro plant. He implemented new financial accounting systems; billing systems; policy manuals; procedures and controls; and water and sewer rates. He also developed a 20-year plan for water, sewer, parks and recreation, and community facilities departments while working closely with state and county agencies, the U.S. Department of Agriculture and the Pit Tribe.

Education

MBA Finance, University of Michigan

Licenses: California Real Estate Broker, Water Distribution Operator (D2), Water Treatment Operator (T2), Commercial Pilot

Certificates: Project Management Professional (PMP), Clerk of the Board, Utility Manager, Treasury Manager

Professional Affiliations

American Water Works Association

Project Management Institute