

LAFCO Meeting Agenda for May 26, 2021:

PUBLIC HEARING – ITEM 6-A

THE STAFF REPORT AND PROPOSALS FOR PREPARATION OF
MUNICIPAL SERVICE REVIEW FOR MADERA COUNTY MOSQUITO
AND VECTOR CONTROL DISTRICT AND CHOWCHILLA MEMORIAL
HEALTH CARE DISTRICT

UNDER SEPARATE COVER

CONSULTANTS:

QK

PRECISION CIVIL ENGINEERING

PROVOST & PRITCHARD CONSULTING GROUP



LOCAL AGENCY FORMATION COMMISSION

Dave Braun, Executive Officer

200 West 4th Street, Suite 3100, Madera, CA 93637
www.maderacounty.com/government/madera-lafoo
(559) 675-7821

Date: May 26, 2021 ITEM #6A

To: LAFCO Commission

From: Dave Braun, Executive Officer

Subject: Selection of Consultant for Preparation of a Municipal Service Review (MSR) for the Chowchilla Memorial Healthcare District and the Madera County Mosquito and Vector Control District

RECOMMENDATION

It is recommended that the Commission approve the proposed contract with Precision Civil Engineering, Inc., to prepare the required MSR and that the Commission authorize the Executive Officer to sign all necessary documents.

PROPOSAL

The Commission directed staff to send out a Request for Proposal to conduct a Municipal Service Review on the Chowchilla Memorial Healthcare District and the Madera County Mosquito and Vector Control District.

BACKGROUND

A copy of the circulated Request for Proposal is attached. Three responses were received (QK, Provost and Pritchard Consulting Group and Precision Civil Engineering) to prepare the MSR.

A review committee comprised of LAFCO staff and representatives from County Planning and County Engineering conducted a subjective review of both proposals. Each of the firms showed a good understanding of the task and general approach to completing the MSR. All the firms had qualified staff members with experience to conduct this MSR.

LAFCO has budgeted \$40,000 in this year's budget for outside consultants to complete this MSR as well as the MSR for the Madera and Chowchilla Cemetery Districts. LAFCO previously contracted with Precision Civil Engineering for the Cemetery District MSR at a cost of \$11,700.

As a result, there is \$28,300 remaining in the budget for this proposed MSR. All three bids came in below \$28,300. The bids ranged from \$26,800 from Provost and Pritchard, \$22,969 from QK and \$14,500 from Precision Civil Engineering. Based on this cost factor, the Committee agreed that

Madera County LAFCO
Meeting of May 26, 2021
Agenda Item No. 6A
Page 2

the Precision Civil Engineering bid was preferable. The Local Agency Formation Commission would fund the expenditure, which is within the amount allocated in the 2020-2021 Fiscal Year Budget for outside consultants.

ATTACHMENTS

Exhibit A -Request for Proposal for a Municipal Service Review – Madera County Mosquito and Vector Control District and Chowchilla Memorial Healthcare District.

Exhibit B-Proposals (QK, Precision Civil Engineering and Provost and Pritchard Consulting Group).

Exhibit C-Draft Municipal Service Review Contract.



EXHIBIT A

MADERA COUNTY LOCAL AGENCY FORMATION COMMISSION REQUEST FOR PROPOSAL

The Madera County Local Agency Formation Commission (LAFCO) is seeking qualified candidates to complete a Municipal Service Review and Sphere of Influence study for the Madera County Mosquito and Vector Control District and the Chowchilla Memorial Health Care District in Madera County.

Municipal Service Review Guidelines

The Cortese-Knox-Hertzberg Act (California Government Code Section 56430) requires that LAFCO complete a municipal service review (MSR) to develop baseline information for updating spheres of influence (SOI). The MSR must be done prior to or in conjunction with the SOI update. The statute sets forth the form and content of the municipal service review, which must inform the Commission on the following seven issues:

1. Growth and population projections for the affected area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the Sphere of Influence.
3. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs and deficiencies.
4. Financing ability of agencies to provide services.
5. Status of, and opportunities for, shared facilities.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

For a more complete explanation of the above listed determinations, the consultant is referred to the Final LAFCO Municipal Service Review Guidelines 2003, prepared by the Governor's Office of Planning and Research.

Note: several of the above elements overlap in terms of subject matter. The report may consolidate sections, but should provide a set of recommended determinations that indicate the required element to which they apply.

Sphere of Influence (SOI) Guidelines

In determining the sphere of influence (SOI) of each local agency, the SOI study should consider and prepare a written statement of determinations with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.
2. The present and probable need for public facilities and services in the area.

3. The present capacity of public facilities and adequacy of public services that the agency provides.
4. The existence of any social or economic communities of interest in the area if they are relevant to the agency.

Agencies to be studied

The agencies listed below are to be specifically studied:

- ◆ Madera County Mosquito Abatement and Vector Control District
- ◆ Chowchilla Memorial Health Care District

Process

Preparation of the report will include the following steps:

1. Data collection, including but not limited to, interviews, surveys and research of existing information and documents.
2. Interpretation and analysis.
3. Produce administrative draft report of MSR and/or SOI with appropriate findings, determinations, and recommendations for LAFCO staff review.
4. Presentation of draft MSR/SOI to Madera County LAFCO for distribution to affected and interested agencies for comment.
5. Review of comments by LAFCO Commission, LAFCO staff, affected/interested agencies and the public.
6. Preparation of final draft addressing comments from LAFCO Commission, LAFCO staff, affected/interested agencies, and the public, including findings, determinations, and recommendations.
7. Presentation of final report to the Madera County Local Agency Formation Commission at public hearing.
8. The Madera County Local Agency Formation Commission's adoption of final report and determinations.

Madera County LAFCO is committed to conducting municipal service reviews and sphere of influence studies in a fair, accurate, and objective manner. The intent is to provide valuable and practical recommendations for improvements to service. Also, the Commission wishes to provide effective and meaningful opportunities for public participation in the review process.

Content of Report and Application Deadline

The successful firm or individuals are expected to provide a municipal service review that includes the following:

1. The standards, factors, and criteria required by Madera County LAFCO policies and the Cortese-Knox-Hertzberg Act (Government Code 56000, et.al), including any guidelines provided by the Governor's Office of Planning and Research. As Part of these reviews, the consultant should also:
 - a. Provide flexible and creative alternatives for agencies in need of new service options.
 - b. Provide logical and reasonable recommendations, yet be prepared to make innovative suggestions for solutions to service and policy issues.
 - c. Prepare appropriate charts, graphs and maps for the specified study to provide clear and organized documentation for the MSR/SOI.
 - d. Prepare findings, conclusions, and actions to present to the Commission based on the research done in this study.
2. The written report should recommend a Sphere of Influence boundary to the Madera County Local Agency Formation Commission.
3. The report should explain and support any recommendations and findings.
4. The consultant shall present a draft and final study to Madera County LAFCO, in a workshop or public hearing setting.
5. The final report should be provided in Microsoft Word format, complete with charts and graphics.
6. The application deadline is **May 5, 2021, at 5:00 p.m.** No faxes will be accepted.

Contents of Response

The proposal shall be specifically responsive to this request and shall include, but not necessarily be limited to, the following:

1. General statement by the firm or individual about the proposal including an understanding and general approach to accomplishing the work as outlined. The statement should demonstrate the experience and qualifications to perform the required duties.
2. Specifically substantiated statement of the firm or individual's ability to stay within budget and meet deadlines.
3. Identification and designation of the individuals who would be available to perform the work, including resumes documenting their experience and ability to perform that work. Include a contact person with telephone number.
4. A list of the firm's rate structure for billing services.
5. Cost proposal of estimated hours and costs by task and function with a Not-to Exceed Fee based upon the scope of work.
6. List of references.
7. Sample of comparable study or report prepared by your firm.

Evaluation Criteria

Madera County LAFCO staff will review the proposal and contact references. Phone or in person interviews may be conducted with representatives from the firms submitting the proposal by LAFCO staff and/or LAFCO Commission representatives.

MADERA LAFCO AGREEMENT NO.
(Consulting Services; Municipal Service Review-Madera County Mosquito and Vector Control District and Chowchilla Memorial Healthcare District)

THIS AGREEMENT is made and entered into this ____ day of _____, 2021, by and between the MADERA LOCAL AGENCY FORMATION COMMISSION (hereinafter "MADERA LAFCO"), acting by and through its Executive Officer and PRECISION CIVIL ENGINEERING INC, a California Corporation ("CONSULTANT").

RECITALS

A. MADERA LAFCO requires that a Municipal Service Review be conducted for the Chowchilla Memorial Healthcare District and the Madera County Mosquito and Vector Control District.

B. CONSULTANT is in the business of and experienced in providing consulting services, including the preparing and writing of Municipal Service Reviews.

C. MADERA LAFCO and CONSULTANT desire to enter into an agreement for consulting services to provide the Municipal Service Review for the Chowchilla Memorial Healthcare District and Madera County Mosquito and Vector Control District.

AGREEMENT

1. **GENERAL TERMS AND CONDITIONS.** CONSULTANT shall provide consulting services as requested in MADERA LAFCO's Request for Proposal for Municipal Service Review for the Madera County Mosquito and Vector Control District and the Chowchilla Memorial Healthcare District, consisting of four (4) pages, and as set forth in CONSULTANT's Proposal dated May 2021, consisting of eighteen (18) pages, copies of which are attached hereto as Exhibits "1," and "2," respectively, and incorporated herein by reference.

2. **TERM.** Services provided under this Agreement are to be completed by May 31, 2022. This agreement recognizes that the nature of the project and the

consequent timing of the performance of CONSULTANT's services provided hereunder are subject to variables beyond the control of CONSULTANT. Consequently, the project schedule depicted within Exhibit "2" may be modified by mutual written agreement between the parties at any time.

3. **COMPENSATION.** CONSULTANT may submit invoices once monthly for the full or partial completion of specified work performed during the preceding month. MADERA LAFCO shall have ten (10) calendar days after receipt to review the invoice and to notify CONSULTANT in writing of any discrepancies that MADERA LAFCO believes may exist in such invoice. If no such written notice is made to CONSULTANT, or if CONSULTANT resolves any discrepancies within twenty (20) calendar days of MADERA LAFCO's receipt of the invoice, MADERA LAFCO shall remit payment in the full amount of the original or subsequently amended invoice, within thirty (30) calendar days of receipt of the invoice. Upon satisfactory completion of all services to be provided by CONSULTANT under this Agreement, MADERA LAFCO shall remit all withheld sums together with any sums remaining unpaid from CONSULTANT's monthly invoicing. Total compensation for CONSULTANT's services under this Agreement shall not exceed the sum of Fourteen Thousand Five Hundred Dollars (\$14,500.00) without prior written agreement of the parties.

4. **EXTRA WORK.** No extra work shall be performed except pursuant to a written agreement signed by both parties hereto. No claim for monies in addition to the agreed compensation shall be valid unless the additional compensation is authorized by MADERA LAFCO in advance and in writing.

///

5. **ASSIGNMENT/SUBCONTRACTING**. Except as provided in Exhibit "2," hereto, CONSULTANT shall not assign or subcontract this Agreement or any part thereof without the written consent of MADERA LAFCO. MADERA LAFCO may, at its option, decline with or without reason to consent to any such assignment/subcontract.

6. **COMPLIANCE WITH LAWS**. CONSULTANT shall comply with all applicable federal, state and local laws relating to its services under this Agreement.

7. **RECORDS**. CONSULTANT shall keep and maintain, for a period of two (2) years, such records as may reasonably be required by MADERA LAFCO.

8. **AMENDMENT**. This Agreement may not be amended without the express written consent of the parties.

9. **INDEMNIFICATION**. Neither MADERA LAFCO, nor any officer, director, employee, or agent thereof shall be responsible for any damage or liability occurring by reason of any negligent act, error or omission by CONSULTANT, nor by any person(s) or entity (ies) under CONSULTANT'S direction, in connection with any services rendered under this Agreement. In executing this Agreement, CONSULTANT agrees to indemnify, defend, and hold MADERA LAFCO harmless from any and all loss, injury, or liability arising in connection with the negligent acts, errors, or omissions of Consultant.

10. **INTEGRATED AGREEMENT**. This Agreement, including Exhibits "1" and "2," hereto form the entire agreement between the parties. No other agreements or assurances, whether or not reduced to writing, shall be considered a part of this Agreement.

11. **INDEPENDENT CONTRACTOR**. It is expressly understood and agreed by the parties, that CONSULTANT, including any and all of its officers, agents, and employees, is, at all times while engaged in carrying out and complying with any of the

terms and conditions of this Agreement, an independent contractor and is not an officer, agent, employee, or associate, of MADERA LAFCO.

* * * * *

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

MADERA LAFCO

David Braun, Executive Officer

PRECISION CIVIL ENGINEERING, INC.

Edward D. Dunkel Jr, President

Taxpayer Identification Number

Approved as to Legal Form:
MADERA LAFCO COUNSEL

By: _____

ACCOUNT NUMBER(S)



QKinc.com | (559) 449-2400

The background of the page is a photograph of a rural landscape. The top two-thirds of the image is dominated by a vast sky filled with numerous small, white, fluffy clouds against a pale blue background. Below the sky, a dark, flat horizon line separates the sky from a dark, silhouetted foreground. The foreground appears to be a field with some sparse, leafless trees or bushes. The overall mood is serene and open.

**MADERA COUNTY LOCAL AGENCY
FORMATION COMMISSION (LAFCO)**

PROPOSAL
Municipal Service Review
of Madera County Mosquito and Vector Control District
and Chowchilla Memorial Health Care District



601 Pollasky Avenue, Suite 301 | Clovis, CA 93612

May 5, 2021

Mr. Dave Braun Executive Officer
Madera Local Agency Formation Commission
200 W. 4th Street, Suite 3100
Madera, CA 93637

RECEIVED

MAY 05 2021

MADERA COUNTY
PLANNING DEPARTMENT

Subject: Proposal to Prepare Municipal Service Review for the Madera County Mosquito & Vector Control District and Chowchilla Memorial Health Care District

Mr. Braun:

Both Mosquito and Vector Control Districts and Health Care Districts are unique special districts that require a slightly different approach when preparing a Municipal Service Review. QK has experience working with both types of special districts, having provided services related to possible annexations and consolidations, special assessment studies, and public opinion surveys for Madera County Mosquito & Vector Control District and for Kaweah Delta Health Care District. A summary of this work is provided in our attached proposal.

QK offers you extensive experience in working with many public agencies, our experience with Madera LAFCO. We have a deep understanding of the Cortese-Knox-Hertzberg District Reorganization Act of 2000, the State of California Governor's Office of Planning and Research's Municipal Service Review Guidelines, and Madera LAFCO's Policy and Procedures, all of which outline the requirements for preparation of an MSR/SOI study. Our enclosed proposal describes QK's expertise preparing MSRs and SOI studies, including oversight, review, and presentation of MSRs to LAFCO.

Our highly qualified Madera LAFCO team includes not only knowledgeable policy planners, but also staff that have been public servants for LAFCOs, cities, and counties, and who have significant knowledge and experience in municipal services. Our project team is acutely familiar with the political and regulatory landscape of Madera County, as well as the rules and policies of Madera LAFCO through preparation of prior MSRs.

Principal Planner Steve Brandt, AICP will oversee preparation of the MSR/SOI update ensuring. Associate Planner Trevor Stearns will serve as our Project Manager and will be responsible for day-to-day management of the project, as well as research, analysis, and report writing. Associate Planner Jessica Bispels will assist Mr. Stearns in the technical preparation of the required study. Amber Aguayo, Vice President of Business and Operations, is our Management Contact, and is authorized to contractually obligate the firm.

Please contact Steve Brandt or Trevor Stearns by phone (559.449.2400) or email (Steve.Brandt@qkinc.com; Trevor.Stearns@qkinc.com) if you have any questions or require additional information.

With appreciation,

Steve Brandt, AICP
Principal Planner

Trevor Stearns
Project Manager

Amber Aguayo
VP of Business & Operations

Enclosure
P210387

Proposal

MADERA COUNTY LOCAL AGENCY FORMATION COMMISSION (LAFCO)

Municipal Service Review
of Madera County Mosquito and Vector Control District
and Chowchilla Memorial Health Care District

Dave Braun, Executive Officer
Madera LAFCO
200 West 4th Street, Suite 3100
Madera, CA 93637



601 Pollasky Avenue, Suite 301
Clovis, CA 93612
(559) 449-2400

May 5, 2021
P210387

© Copyright by Quad Knopf, Inc.
Unauthorized use prohibited



Table of Contents

COVER LETTER

QK'S MSR EXPERTISE.....	1
Project Understanding.....	1
Previous Experience with Mosquito Abatement and Health Care Districts.....	2
Familiarity with Cortese-Knox-Hertzberg Reorganization Act of 2000 and LAFCO Processes.....	2
Ability to Perform Work, Stay Within Budget, and Meet Deadlines.....	3
KEY TEAM MEMBERS	4
SCOPE OF WORK.....	6
General Approach to Project	6
Detailed Scope of Work	6
SCHEDULE	10
CHARGE RATE SCHEDULE	11
COST PROPOSAL	12
REFERENCES	13
SAMPLE REPORTS.....	14
Additional Experience.....	14



QK's MSR Expertise

Project Understanding

Madera Local Agency Formation Commission (LAFCO) is tasked with updating MSRs and reviewing the Spheres of Influence (SOI) of local agencies within its jurisdiction. LAFCO is seeking the assistance of a consulting firm for the preparation of the MSRs and SOI review for the Madera County Mosquito & Vector Control District and the Chowchilla Memorial Health Care District in accordance with the Cortese-Knox-Hertzberg Reorganization Act of 2000 (CKH), LAFCO Service Review Guidelines, and the Madera LAFCO's Policies and Guidelines. QK would be acting as an extension of LAFCO staff and the Executive Officer and therefore would provide the third-party point of view that LAFCOs are mandated to offer as it relates to urban growth, municipal service delivery, and agricultural land/open space preservation issues.

The delivery of those municipal funded services by each agency is a prime issue that LAFCOs are tasked with evaluating. CKH envisions the MSR/SOI review process to aid in achieving LAFCO's mandate and responsibility to promote "logical and orderly development and coordination of local governmental agencies subject to the jurisdiction of the commission to advantageously provide for the present and future needs of the county and its communities."

MSRs that are prepared for LAFCO must contain an analysis of the identified service providers and a written statement of determinations with respect to each of the following areas of review:

1. Growth and population projections for the affected area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any

disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared facilities.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

Following completion of the MSR, the information and analysis that has been generated will be used to conduct a review of the existing SOIs of each agency. The SOI Update report must then evaluate the suitability of the existing SOI of each service provider and include a written statement of determinations with respect to each of the following issues:

1. The present and planned land uses in the area, including agricultural and open space lands.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

The goal of this MSR and SOI Review would be to provide a new, independent review of operations and service delivery to residents within special districts and the sphere of influence, in accordance with CKH and Madera LAFCO policies.



Previous Experience with Mosquito Abatement and Health Care Districts

Mosquito and Vector Control Districts and Health Care Districts have different service models and require a different understanding when preparing their MSRs. QK has experience working with both of these types of special districts.

MADERA COUNTY MOSQUITO & VECTOR CONTROL DISTRICT

In 2009, QK prepared a public attitude survey that was conducted by MCMVCD staff of residents in the Rio Mesa area of the County to determine the public's level of support for expanding District boundaries into this area of the County. QK also prepared a rate study to determine a possible out-of-district fee for service that the District could alternatively choose to levy.

In 2013, QK provided technical assistance with the preparation of a Proposition 218 assessment that was placed before the voters of the District to raise assessments so the District could more aggressively fight the aedes egypti mosquito.

In 2014, QK prepared a Benefit Assessment Report for Annexing Properties to determine the dollar value of the benefit newly annexed properties would receive if they were annexed into the District.

In 2016, QK provided the District with a platform to efficiently upload GIS data to a statewide mosquito abatement database managed by UC Davis.

In 2020, QK prepared an engineer's report to determine the appropriate assessments for territory annexed to the District in the Tesoro Viejo neighborhood.

KAWEAH DELTA HEALTH CARE DISTRICT

In 2017, QK provided public relations support following a failed bond election, evaluating and reporting on public perceptions of the District.

In 2019, QK prepared a report to evaluate the costs and benefits of consolidating Kaweah Delta Health Care District with Alta Hospital District, Exeter District Ambulance, and/or Lindsay Hospital District.

Familiarity with Cortese-Knox-Hertzberg Reorganization Act of 2000 and LAFCO Processes

MUNICIPAL SERVICE REVIEWS

State Law requires that one of the functions of LAFCO is to conduct sphere of influence updates (SOIs) for all agencies under its jurisdiction by January 1, 2008, and every five years after that. State Law also requires the completion of municipal service reviews (MSRs) before determining an agency's SOI. Consequently, all MSRs are precursors to SOI updates. This is logical because SOIs determine how fast and how much an agency may grow within a determinate time period. For the Commission to make that determination, it must first analyze how well that agency is currently providing services so that it can extrapolate where the agency will be in the future. The MSR is intended to be the tool to assist the Commission in that analysis. An MSR looks at how effectively the agency is currently providing services, and whether it is adequately planning for the future provision of services. More comprehensive than a management plan or an audit, the MSR is designed to examine all facets of the agency, from infrastructure needs and deficiencies to management practices and financing.

SPHERES OF INFLUENCE

The Commission utilizes the MSR data to evaluate proposals that may affect a City and/or how fast or how much that an agency may expand in the next 10 to 20 years. In other words, an SOI is a planning boundary outside an agency's service area. It designates the agency's probable future boundary and service area. Factors considered in an SOI update include current and future land use, the current and future need for service and any related "community of interest."

SOI time horizons vary: sometimes an SOI is set for 10 years, others are set for 20 years and others may not have a predetermined timeframe. Generally speaking, fast growing agencies or agencies with a significant service capacity, may have SOIs with multiple time horizons, whereas agencies with a limited capacity to grow may only receive one SOI line. From a practical standpoint, there is no difference between a 10-



year SOI and 20-year SOI, since both are the best estimate of the probable service area for an agency over time, depending upon the Commission's determination of an agency's service capacity as detailed in the MSR.

Ability to Perform Work, Stay Within Budget, and Meet Deadlines

QK's ability to successfully complete assignments and meet our clients' expectations is due to several important operating principles, which include assigning the right staff to the project, assigning an experienced and qualified project manager, and applying an internal quality assurance process. Following are the important processes and procedures that we use in the execution of each of our contracts:

- **Strong and Effective Project Management** – QK has experienced and dedicated project managers. The project manager reviews hours spent on the project at least once a week. Every project is discussed once a month by the project manager with QK's President and Chief Financial Officer.
 - **Staying on Budget** – QK's project manager is responsible for reviewing project billings and ensuring compliance with the overall budget. QK's computerized project management system, Deltek Vision, is integrated with our accounting and invoicing system. This means that we can assign tasks and required time to complete them, and then track actual hours spent via individual's timesheets.
 - **Established Quality Control Program** – Our company-wide Quality Control Program is a particular source of pride. It requires all deliverables (plans, documents, etc.) to be reviewed by a senior-level staff member before it leaves our hands. The Quality Control Program emphasizes technical accuracy, readability, and understandability. All deliverables, after being reviewed internally, will go to LAFCO staff for an administrative review before being released publicly.
- **Proactive Approach to Problems and Solutions** – We strongly believe in taking a proactive approach to problems and their solutions. If we see or foresee an issue that could negatively impact the scope of our work, we will immediately identify solutions.
 - **Collaborative Working Relationship** – Using our many experiences with other LAFCOs as a guide, QK will work collaboratively with Madera LAFCO staff in developing the subject matter and recommendations for the MSR/SOI Update. Our collaborative approach to communication and our MSR/SOI Update preparation approach will ensure that there are no surprises when the Draft MSR/SOI Update is completed and circulated for public review.
 - **Understanding of Needs** – QK has worked, literally for decades, with cities, counties, water districts, school districts, hospital districts, community service districts, mosquito abatement districts, and irrigation districts, and LAFCOs. QK's project management team has extensive municipal planning experience and experience with LAFCO issues, as described below:
 - o Steve Brandt was a staff analyst for Tulare County LAFCO and the planning manager for the City of Visalia.
 - o Associate Planners Trevor Stearns and Jessica Bispels have prepared several MSR/SOI Studies including the El Dorado Hills Community Services District MSR/SOI Update for El Dorado LAFCO.
 - o QK is an Associate Member of California Association of LAFCOs (CALAFCO.)

Key Team Members

The QK Project Team for the project is indicated below. The team includes former LAFCO staff as well as a well-rounded group of experienced planners who have provided a diverse amount of planning contract work for various agencies, such as LAFCOs as well as cities. Resumes for each team member are shown below.

Steve Brandt, AICP

Principal Planner –
Principal-in-Charge

- Certified Planner, American Institute of Certified Planners (AICP)
- BA, Marketing/Management, Fresno Pacific University



Mr. Brandt will lead the preparation of the MSR/SOI studies and review them before they are presented to Madera LAFCO to ensure that they meet QK's high quality standards for all deliverables.

Mr. Brandt is an experienced planning professional and former LAFCO Staff Analyst who takes a strong analytical approach to projects to keep them moving forward. Steve has managed both planning and engineering projects from concept to construction, which gives him the experience to view challenges comprehensively and anticipate the real-world results of his proposed plans, policies, and designs. Prior to joining QK, Steve served as a high level planning manager for City of Visalia.

Similar Work

- Greater Rio Mesa Area Municipal Services Review (MSR), Madera LAFCO – Madera County, CA. Senior Planner.
- Oakhurst Area Municipal Services Review (MSR), Madera LAFCO – Madera County, CA. Senior Planner.
- City of South Lake Tahoe, Municipal Services Review and Sphere of Influence Update, El Dorado Local Agency Formation Commission (LAFCO) – El Dorado County, CA. Principal Planner.
- City of Placerville, Municipal Services Review and Sphere of Influence Update, El Dorado Local Agency Formation Commission (LAFCO) – El Dorado County, CA. Principal Planner.

Trevor Stearns

Associate Planner –
Project Manager/
Research & Analysis and Report Writing

- BA, Geography, California State University, Fresno



Mr. Stearns has more than five years public planning experience and will assist Mr. Brandt with research, analysis and report writing.

Mr. Stearns has worked on several MSR/SOI updates and has performed a variety of planning duties throughout his near five years as a professional planner. From research and analysis and report writing to map creation using ArcGIS, he has authored and assisted with generation several complex CEQA documents. He has worked a contract planner for the City of Fowler where he processed numerous Conditional Use Permits, Site Plan Reviews, and Variances, and has prepared and presented public presentations including those to Planning Commissions and City Councils.

Similar Work

- Municipal Service Review and Sphere of Influence Update for the North Fork & Bass Lake Areas, Madera LAFCO – North Fork/Bass Lak, CA. Associate Planner.
- Municipal Service Review for Sphere of Influence Amendment and Annexation, Madera Irrigation District – Madera County, CA. Associate Planner.
- El Dorado Hills Community Services District, Municipal Services Review and Sphere of Influence Update, El Dorado LAFCO – El Dorado County, CA. Associate Planner.
- Countywide Municipal Services Review & Related Sphere of Influence, Alameda LAFCO – Alameda County, CA. Associate Planner.



Jessica Bispels

Associate Planner –
Research & Analysis and Report Writing

- BA, Urban Studies: Urban Planning,
University of Pittsburgh

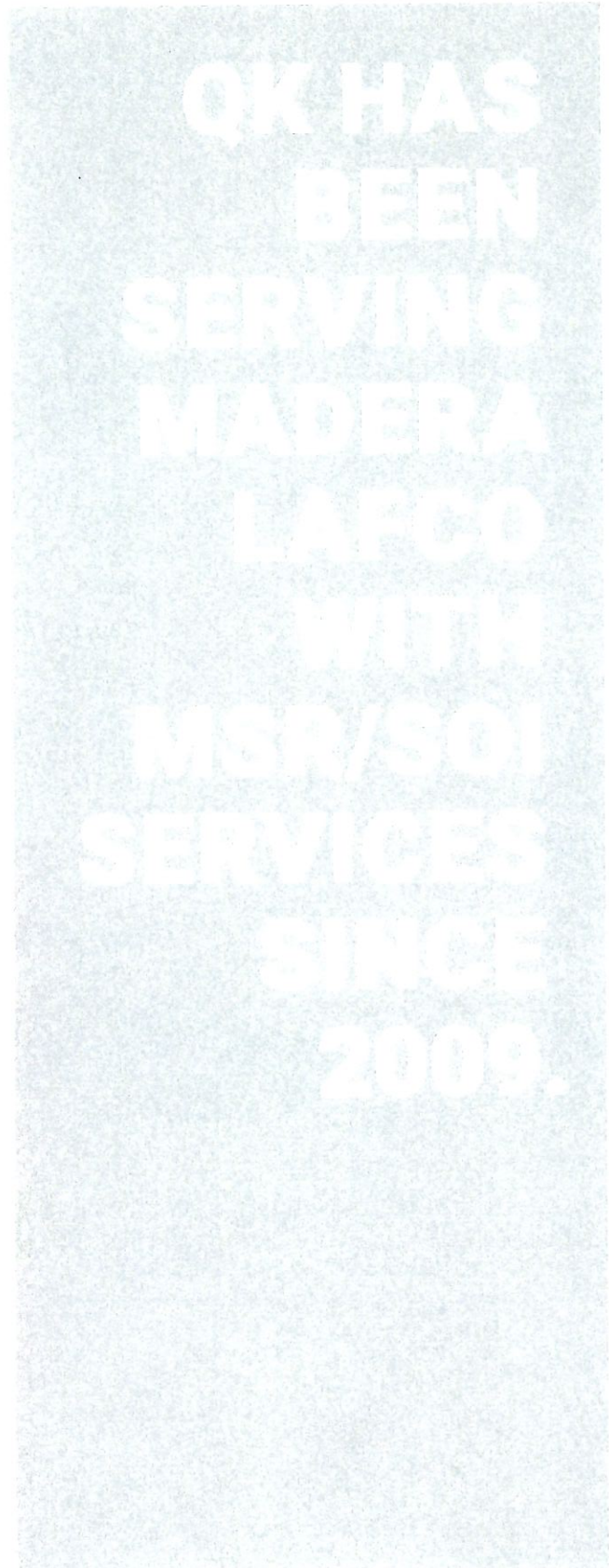
Ms. Bispels will assist with data collection from the agency service providers being analyzed.



Ms. Bispels takes an inter-disciplinary approach to the many projects of QK. She has worked with a broad range of municipal service providers and understands the importance of identifying the particularities of each organization in order to foster the best results. With experience in the public sector, she understands and embraces the need for public participation for any type of Planning project. She has also worked with Madera County on previous projects.

Similar Work

- El Dorado Hills Community Services District, Municipal Services Review and Sphere of Influence Update, El Dorado LAFCO – El Dorado County, CA. Associate Planner.
- Municipal Service Review and Update Sphere of Influence, Siskiyou LAFCO – Yreka, CA. Associate Planner.
- Countywide Municipal Services Review & Related Sphere of Influence, Alameda LAFCO – Alameda County, CA. Associate Planner.
- Zoning and Subdivision Ordinance Update – City of Woodlake, CA. Associate Planner.
- Contract Planning Services – City of Lindsay, CA. Contract Planning.
- On-Call City Planning Services – City of Selma, CA. Contract Planning.





Scope of Work

General Approach to Project

Our general approach to completion of the MSR/SOI Update follows a process that we have used in many of the documents we have successfully prepared for other LAFCOs. The basic steps are summarized below.

Task 1.0 – Initiate Project: This important first step establishes the foundation upon which the subsequent tasks are built, and includes a review of the scope of work, schedule, and deliverables.

Task 2.0 – Contact Agencies and Collect Data: The County of Madera, Madera LAFCO and other various service providers within the project area will be the sources of considerable data that we will use to prepare the MSR/SOI. Our data collection process includes the use of a questionnaire, as well as initial and follow-up personal communications.

Task 3.0 – Conduct Data Analysis: We will organize and analyze the data that we have collected in order to address each of the topic areas, or determinations, prescribed in the CKH Act for MSRs and SOI Update.

Task 4.0 – Solicit Feedback on Data Collect and Analyze Data: We will submit our preliminary analyses to the agencies in order for each of them to corroborate the accuracy of our preliminary analyses. This accuracy check will focus on MSR issue areas 1, 2, and 3:

1. Growth and population projections for the affected area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

Tasks 5.0 through 9.0 – Prepare Administrative Draft, Draft, and Final MSR/SOI Update, Meet with LAFCO staff, and LAFCO Commission: These steps provide for LAFCO staff to first review the thoroughness of the document before it is presented to local agencies, the public and subsequently to the Commission for consideration. We will support LAFCO staff in the public hearing process.

Task 10.0 – Project Management, Coordination, and Quality Assurance: This task will be applied throughout the scope of work, and involves ongoing communication with LAFCO staff, proactive attention to and resolution of issues, and skillful project management in order to meet LAFCO's needs.

Detailed Scope of Work

The following tasks describe our proposed scope of work for completion of the MSR/SOI Update from project initiation through Commission approval. A proposed schedule is also provided.

TASK 1.0 INITIATE PROJECT

Upon contract execution and notice to proceed, QK's project manager will meet with Madera LAFCO staff in person to initiate the scope of work described herein. Topics to be covered at the meeting will include the following:

1. Establish communication protocols and communication expectations between the QK team and LAFCO staff;
2. Collect available relevant data from Madera LAFCO;
3. Identify documents and data expected to be available from the identified agencies;
4. Review scope of work and schedule and make revisions as directed by LAFCO staff; and
5. Prepare questionnaire that will be sent to the County of Madera as well as other utility service providers to obtain information.

Deliverables:

- Data collection questionnaire



TASK 2.0 CONTACT AGENCIES AND COLLECT DATA

Establishing a good relationship with the staff of the agencies will be of critical importance. The first step in this task is to contact, either in person or by phone, primary points of contacts in order to establish working relationships and effective lines of communication. In this initial communication, we will also summarize the scope of our work.

As noted in Task 1.0, QK will prepare a questionnaire that, after being reviewed and approved by LAFCO staff, will be sent to the agency contacts to obtain the information needed to complete certain parts of the analysis in accordance with the issue areas listed in Task 3.0. The questionnaire will not be the sole means of communication with staff; rather, it should be viewed as a convenient checklist that will facilitate the task of identifying and collecting the requested information.

As a follow-up to information provided in the questionnaire, we will conduct personal interviews either in person or by telephone to fill any information gaps and/or obtain answers to any unanswered questions.

Deliverables:

- List of what documents were collected, by whom, by date in spreadsheet format

TASK 3.0 CONDUCT DATA ANALYSIS

The QK team will analyze the data collected in Task 2.0 as pertains to the issue areas identified in the CKH Act. The CKH Act requires analysis of, and determinations for, seven issue areas, as listed below.

- Growth and population projections for the affected area.
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and

industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

- Financial ability of agencies to provide services.
- Status of, and opportunities for, shared facilities.
- Accountability for community service needs, including governmental structure and operational efficiencies.
- Any other matter related to effective or efficient service delivery, as required by commission policy.

In addition, the CKH Act specifies that SOI studies include analyses and determinations for the following five issue areas:

- The present and planned land uses in the area, including agricultural and open-space lands.
- The present and probable need for public facilities and services in the area.
- The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
- The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
- For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.



TASK 4.0 SOLICIT FEEDBACK ON DATA COLLECTED AND ANALYZE DATA

The purpose of this task is to confirm that the agencies consider the data we collected to be factual and acceptable before the QK team presents its analysis and makes preliminary determinations in accordance with the CKH issue areas. Once the collected data have been organized in accordance with the issue areas described above, the issue areas that will warrant corroboration by the County are MSR issue areas 1, 2, and 3, as listed above.

This strategy has been very successful for us in the past. The additional step of requesting feedback and buy-in about the facts at hand has been shown to facilitate completion of a factual and useful MSR/SOI study. Once all parties are in agreement with the facts, it is easier to focus on MSR and SOI determinations while avoiding arguments over facts.

Deliverables:

- Memorandum - Preliminary Analysis of MSR Issue Areas 1, 2, and 3

TASK 5.0 PREPARE ADMINISTRATIVE DRAFT MSR/SOI UPDATE

The QK team will prepare an Administrative Draft of the MSR/SOI Update in accordance with Madera LAFCO's preferred format. The reports will address the issue areas listed in Task 3.0 and will be supported by tables, graphics, and GIS-based maps, as appropriate.

Deliverables:

- Administrative Draft MSR/SOI Update (3 hard copies and one electronic file copy).

TASK 6.0 MEET WITH LAFCO STAFF

Upon completion of the Administrative Draft, we will schedule a meeting or conference call with Madera LAFCO staff in order to review the information contained in the reports. This version of the report will contain preliminary determinations. We will look to LAFCO staff to confirm and validate these preliminary determinations before they are incorporated into the public Draft MSR/SOI.

TASK 7.0 PREPARE DRAFT MSR/SOI UPDATE

The QK team will prepare the Draft MSR/SOI Update based on feedback, comments and direction on the Administrative Draft received from LAFCO staff in Task 6.0. We will prepare copies of the Draft MSR/SOI Update as described below.

Deliverables:

- Draft MSR/SOI Update (10 hard copies and one electronic file copy)

TASK 8.0 ATTEND AND PARTICIPATE IN LAFCO COMMISSION HEARINGS

QK will attend and participate in one Commission hearing at which the Draft MSR/SOIs are considered. We assume that the MSR and SOI Update will be considered at a single Commission meeting. Our level of participation will be in accordance with LAFCO staff request and can include making a presentation of the key conclusions and determinations contained in the report.



TASK 9.0 PREPARE FINAL MSR/SOI UPDATE

QK will prepare the Final MSR/SOI Update following the Commission hearing. The Final reports will address and respond to any direction provided by LAFCO staff as a result of the Commission hearing described in Task 8.0.

Deliverables:

- Final MSR/SOI Update (10 hard copies and one electronic file copy)

TASK 10.0 PROJECT MANAGEMENT, COORDINATION, AND QUALITY ASSURANCE


This task covers ongoing project management, quality assurance/quality control, and communications between the QK management team and LAFCO staff. We strongly believe in being proactive in identifying and solving issues. Accordingly, if we encounter any obstacles to completing the tasks described in this proposal, we will immediately contact LAFCO staff to discuss possible remedies. We will maintain ongoing telephone and e-mail contact with LAFCO staff in accordance with communication protocols that will be identified during Task 1.0. While formal meetings are specifically identified in the task descriptions above, we would, for example, be happy to provide status reports via telephone or e-mail on a weekly or bi-weekly basis, if requested.

LAFCO STAFF ASSISTANCE

QK assumes that LAFCO staff would discuss and refine the scope of work during the project initiation meeting, provide advice, review, and feedback on interim deliverables, and collaborate on the presentations to be made at the LAFCO hearings.



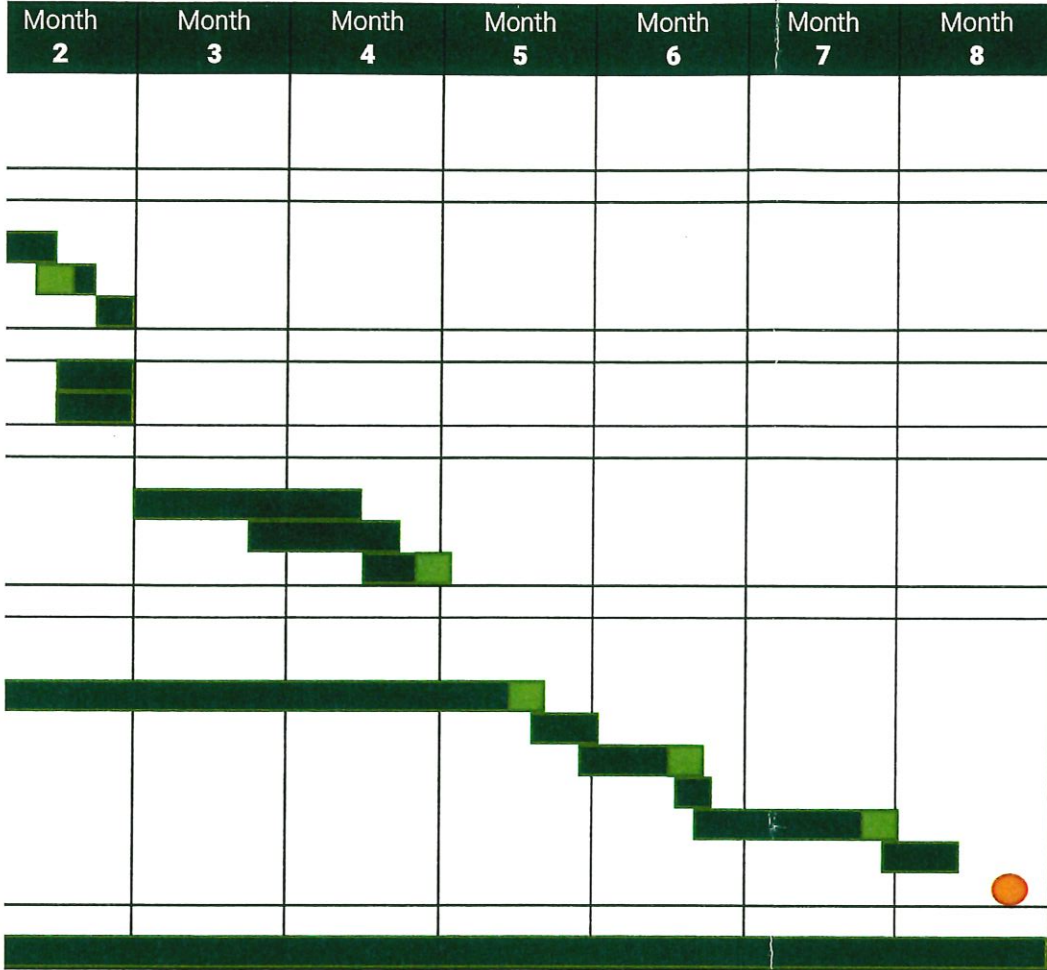
Schedule

Task Description	Mor 1
Task 1 - Initiate Project LAFCo Contract Approval Meet with Subject Agency Staff	
Task 2 - Contact Agencies and Collect Data Review Agencies' website for existing information Send data request for information to agencies Agencies response due to QK	
Organize and analyze collected data per CKH Act	
Task 4 - Solicit Feedback Agency follow-up and site visits Analyze collected data, request additional data as needed Prepare memorandum of initial findings	
Task 5 - 9 - Prepare Administrative Draft, Draft and Final MSR, Meet with LAFCo staff, and the Commission Prepare Administrative Draft Municipal Services Review/SOI Update Agencies' staff edits to Administrative Draft MSR/SOI Updates due to QK Review and Incorporate agencies' staff edits as appropriate Draft MSR/SOI Updates to LAFCo staff Comment period for Draft MSR/SOI Updates Respond to comments and prepare Final MSR/SOI Update Presentation of Final MSR/SOI Update at Commission Meeting	
Task 10 - Project Management, Coordination, and Quality Assurance	

-  Agency Meeting
-  Deliverables
-  Public Meeting or Public Hearing

NOTE 1: The integrity of the timeline is maintained only if each event is accomplished without additional delays which could be caused by events such as the discovery of an issue or concern that warrants additional work, timely responses from the LAFCo or affected agencies, changes to the project made by the County, significant public controversy, etc..

NOTE 2: This schedule is preliminary only and subject to revisions based on discussions with the LAFCo regarding the scope of work, and desired deadlines.





Charge Rate Schedule

2021 CHARGE RATE SCHEDULE

Current

TECHNICAL SERVICES	
Project Assistant	\$69 / hour
Project Administrator	\$92 / hour
Assistant CADD Technician/Designer /GIS Technician	\$87 / hour
Associate CADD Technician/Designer /GIS Analyst	\$102 / hour
Senior Associate CADD Technician/Designer/ GIS Analyst	\$118 / hour
Senior CADD Technician/Designer /GIS Analyst	\$133 / hour
Landscape Architect Technician	\$102 / hour
PROFESSIONAL SERVICES	
Engineering	
Assistant Engineer	\$115 / hour
Associate Engineer	\$145 / hour
Senior Associate Engineer	\$170 / hour
Senior Engineer / City Engineer / District Engineer	\$199 / hour
Principal Engineer	\$250 / hour
Planning / Environmental / Landscape Architecture	
Assistant Environmental Scientist	\$80 / hour
Assistant Planner	\$90 / hour
Associate Planner/Environmental Scientist	\$105 / hour
Senior Associate Environmental Scientist	\$130 / hour
Senior Associate Planner	\$130 / hour
Senior Environmental Scientist	\$155 / hour
Senior Planner/ Landscape Architect	\$155 / hour
Principal Planner/Environmental Scientist	\$170 / hour
Senior Principal Planner/Environmental Scientist	\$195 / hour
Construction and Project Management	
Field Construction Observer	\$118 / hour
Senior Field Construction Observer	\$138 / hour
Assistant Construction/Project Manager	\$110 / hour
Associate Construction/Project Manager	\$129 / hour
Project Manager	\$133 / hour
Senior Associate Construction/Project Manager	\$148 / hour
Senior Construction/Project Manager	\$170 / hour
Principal Construction/Project Manager	\$185 / hour
Surveying	
Assistant Surveyor	\$102 / hour
Associate Surveyor	\$116 / hour
Senior Associate Surveyor	\$145 / hour
Senior Surveyor	\$170 / hour
One-Person Survey Crew	\$140 / hour
Two-Person Survey Crew	\$225 / hour
Three-Person Survey Crew	\$275 / hour
UAV Pilot	\$156 / hour
UAV Flight Observer	\$116 / hour

Fees are based on the median hourly pay rate for employees in each classification, plus indirect costs, overhead, and profit.

EXPENSES	
Plotting, Printing and Reproduction, Equipment Rental, Postage and Shipping	1.15 x Cost
Transportation and per diem (QK will provide documented evidence of business travel, travel outside of work areas shall be pre-approved by Client)	1.15 x Cost
Mileage	\$0.67 / mile
Other Expenses – Including Subconsultants & Purchased Services through Subcontracts	1.15 x Cost

Rates are effective through December 31, 2021. If contract assignment extends beyond that date, a new rate schedule may be added to the contract. Expert Witness/ Litigation support will be billed as quoted.

Rates based on "Prevailing Wage" (PW) for Construction Surveying will be determined by project and County per California law.

12/23/2020



Cost Proposal

Task No./Description	Personnel Hours				Total Hours	Budget				
	Principal Planner	Project Manager/ Associate Planner	Senior GIS Analyst	Asst. Project Manager/ Project Admin.		TOTAL LABOR	Miscellaneous Expenses (Printing, etc)	Travel Expenses	TOTAL NON-LABOR EXPENSES	TOTALS
Labor Rates	\$170	\$105	\$133	\$110						
1.0 - Initiate Project	4	8		2	14	\$ 1,740		\$ 65	\$ 1,805	
2.0 - Contact Agencies and Collect Data	2	12			14	\$ 1,600		\$ -	\$ 1,600	
3.0 - Conduct Data Analysis	2	20			22	\$ 2,440		\$ -	\$ 2,440	
4.0 - Solicit Feedback on Data Collected and Analyzed Data	2	8			10	\$ 1,180		\$ -	\$ 1,180	
5.0 - Prepare Administrative Draft MSR/SOI Update	6	40	4	2	52	\$ 5,972	\$200	\$ 200	\$ 6,172	
6.0 - Meet with LAFCO Staff	2	2			4	\$ 550		\$ -	\$ 550	
7.0 - Prepare Draft MSR/SOI Update	2	16	2	4	24	\$ 2,726	\$200	\$ 200	\$ 2,926	
8.0 - Attend and Participate in LAFCO Commission Workshop	2	6			8	\$ 970	\$65	\$ 65	\$ 1,035	
9.0 - Prepare Final MSR/SOI Update	4	8	2	2	16	\$ 2,006	\$200	\$ 200	\$ 2,206	
Attend and Participate in LAFCo Commission Public Hearings/Workshops	2	2			4	\$ 550	\$65	\$ 65	\$ 615	
10.0 - Project Management, Coordination, and Quality Assurance	2	20			22	\$ 2,440		\$ -	\$ 2,440	
Subtotals	30	142	8	10	190	\$ 22,174	\$600	\$195	\$ 795	\$ 22,969
TOTALS	30	142	8	10	190	\$ 22,174	\$600	\$195	\$ 795	\$ 22,969



References

The following references are QK clients whom we have managed and performed work of similar complexity:

El Dorado LAFCO

Jose Henriquez, Executive Officer

550 Main Street, Suite E, Placerville, CA 95667

Ph: (530) 295-2707

Email: JHenriquez@edLAFCO.us

El Dorado Hills Community Services District Municipal Services Review and Sphere of Influence Update: Prepared an MSR and SOI update for the El Dorado Hills Community Services District. The MSR was intended to provide El Dorado LAFCO with all necessary and relevant information related to the operations and management of the El Dorado Hills Community Services District (District). The information contained in the MSR will be used in considering an update to the District's SOI and possible boundary changes by El Dorado LAFCO or for other policy related decisions related to the District. The MSR was adopted by the Commission in October 2020.

Municipal Services Review & Sphere of Influence Update for Cities of Placerville & South Lake Tahoe/LAFCO: Prepared an MSR that analyzed the cities of Placerville and South Lake Tahoe in El Dorado County. These projects were done as individual reports with separate data collection and analysis to determine the appropriate findings and ultimately Sphere of Influence determinations.

Tulare County LAFCO

Ben Giuliani

210 N. Church Street, Suite B, Visalia, CA 93291

Ph: (559) 623-0450

Email: bGiuliani@tularecog.org

City of Dinuba Municipal Service Review: Prepared an MSR for Tulare LAFCO after the adoption of Dinuba's new General Plan Update.

Kern-Tulare Water District

Steven C. Dalke, PE, General Manager

5001 California Avenue, Suite 102, Bakersfield, CA 93309

Ph: (661) 327-3132

Email: SDalke@Kern-Tulare.com

Kern-Tulare Water District Oil Field Water Reuse Project EIR/EA: Preparing an EIR/EA for the development of a water delivery and storage system that consists of various sized underground pipelines, three agricultural turnouts, and two new reservoirs with a total storage capacity of 1,200 acre-feet (AF). The Project would deliver and store water produced as a byproduct of oil extraction (i.e., produced water) from nearby oil fields to existing and proposed District facilities to provide a supplemental supply of water to serve the District's customers for irrigation purposes and to improve nearby rangeland. Key issues include biological resources and hydrology and water quality.



Sample Reports

The projects below have been completed within the last three years. A copy of the deliverable for one similar projects has been included separately in the overall submittal package.

Additional Experience

El Dorado LAFCO

El Dorado Hills Community Services District Municipal Services Review and Sphere of Influence Update

Prepared an MSR and SOI update for the El Dorado Hills Community Services District. The MSR was intended to provide El Dorado LAFCO with all necessary and relevant information related to the operations and management of the El Dorado Hills Community Services District (District). The information contained in the MSR will be used in considering an update to the District's SOI and possible boundary changes by El Dorado LAFCO or for other policy related decisions related to the District. The MSR was adopted by the Commission in October 2020.

Greenfield County Water District

Municipal Services Review and Sphere of Influence Update

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Greenfield County Water District in order to facilitate an annexation of lands for future residential and commercial use just south of the City of Bakersfield in Kern County.

Enos Lane Public Utility District

Municipal Services Review and Sphere of Influence Update

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Enos Lane Public Utility District in order to facilitate an annexation of lands for industrial and commercial use approximately seven (7) east of the City of Bakersfield in Kern County.



(800) 955-7599 | www.QKinc.com

Engineering Design & Construction Management | Survey & GIS
Urban Design & Landscape Architecture | Biology & Environmental Permitting | Planning

BAKERSFIELD

(661) 616-2600
5080 California Avenue, Suite 220
Bakersfield, California 93309

PORTERVILLE

(559) 781-2700
150 West Morton Avenue
Porterville, California 93257

VISALIA - HEADQUARTERS

(559) 733-0440
901 East Main Street
Visalia, California 93292

CLOVIS

(559) 449-2400
601 Pollasky Avenue, Suite 301
Clovis, California 93612

MERCED

(209) 723-2066
2816 Park Avenue
Merced, California 95348