



# LOCAL AGENCY FORMATION COMMISSION

Dave Braun, Executive Officer

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

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DATE: October 27, 2021 ITEM #6A

TO: LAFCO Commission

FROM: Dave Braun, Executive Officer

SUBJECT: Proposed Contract Revision for Municipal Service Review (MSR)  
for the Bass Lake/North Fork Area

## BACKGROUND

On March 27, 2019, the Commission approved QK Inc. as the preferred consultant for the preparation of the Municipal Service Review (MSR) for the Bass Lake/North Fork Area. At that time, the Commission approved a draft contract, which was executed on April 18, 2019.

The contract stipulated that the total compensation for Consultant Services not exceed \$34,991. The attached correspondence from QK dated August 31, 2021, indicates that the anticipated cost to complete the MSR will exceed \$34,991. It is estimated that an additional \$6,000 needs to be added to the contract amount for a total "not to exceed amount" of \$40,991.

The reason for the cost override is primarily due to the delays in the completion of this MSR due to COVID. As you are aware, staff had been attempting to schedule a meeting at Bass Lake with the residents to receive comments on the MSR. However, the meeting was delayed for approximately one and one-half years due to COVID restrictions on public gatherings. This delay caused statistical information in the Draft MSR to become outdated and in need of updating. In addition, the 2020 Census Information, which is now available, needs to be added to the MSR in order for it to be a current document. It is the opinion of staff that this unusual set of circumstances warrants a modification to the original contract.

## RECOMMENDATION

It is recommended the Commission approve the proposed Contract Revision for the Bass Lake/North Fork MSR with QK Inc. to increase the "not to exceed amount" from \$34,991 to \$40,991 and that the Commission authorize the Executive Officer to sign all necessary documents.

## ATTACHMENTS

- Exhibit A - Correspondence from QK Inc. dated August 31, 2021
- Exhibit B - Proposed Agreement Revision
- Exhibit C - Bass Lake/North Fork Area Municipal Service Review Agreement No. 2019-04



August 31, 2021

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

**Subject: Proposal to Prepare Municipal Service Review for the North Fork/Bass Lake Area**

Dear Mr. Braun:

Following the workshop that was held July 28, 2021, at the Pines Resort, we have identified portions of the draft MSR that will be updated per the public comments received and your notes.

### **BACKGROUND AND PROJECT UNDERSTANDING**

The public workshop on July 28, 2021, was the first public meeting to discuss the North Fork/Bass Lake MSR. Due to delays experienced with State mandated closures of public gathering facilities, in a response to the Covid-19 virus, it made organizing a public hearing date difficult. Therefore, some of the information within the MSR, current to when it was originally drafted, is now outdated. Outlined in the following Scope of Services are the identified areas that will be updated with additional or new information.

### **APPROACH/SCOPE OF SERVICES**

#### **TASK 12 UPDATE DRAFT MSR/SOI DATA**

After compiling all the commentary during the July 28, 2021, public workshop, QK will revise the draft MSR report to reflect the following information

1. **Update Budget information.** The Budget information in the MSR was from the 2016-2017 FY (Actual), 2017-2018 FY (Estimated) and 2018-2019 FY (Budgeted). This will be updated to reflect the most current budget information available.
2. **Population information.** The population information will be updated to reflect the 2020 Census data. The 2020 Census data was set to be released on September 30th. However, the Census Bureau released a legacy formatted version of the 2020 Census data on August 12th, which we have formatted so it is usable. Since the blocks and block groups do not line up with district boundaries, we will provide the data in a table and also illustrate it on a map.
3. **Transient Population.** With the rising popularity of rentals and AirBNBs, does this adversely effect the utilities of the Bass Lake North Fork region? QK will research what the estimated transient population is and how it effects the local population and infrastructure. There may not be actual data available, and if we find this to be the case, we will use the information that is available to make an educated estimate.
4. **Assessment information.** QK will review and analyze the most current service provider's assessments to ensure the accuracy of the current information.

#### Deliverables:

- Revised draft MSR/SOI Update (PDF version)



**SCHEDULE**

Task	Description	Duration
12	Update Draft MSR/SOI Data	4 weeks
<b>Total Duration</b>		<b>4 weeks</b>

\*Note: the four weeks will start when we receive the updated population information

**FEE ESTIMATE**

Task	Description	Fee Type	Fee Amount
12	Update Draft MSR/SOI Data	Fixed Fee	\$6,000
<b>Total Fee</b>			<b>\$6,000</b>

The original contract was for a total of \$34,991. As of August 31, 2021, \$30,008 has been billed and received, \$4,567.70 has been billed but not yet received, and \$415.30 has not been billed. If this amendment is approved, we would have \$6,415.30 to revise the MSR as described above, present it at a LAFCo hearing for adoption, and make final changes directed by the Commission at the hearing.

**Notes:**

1. Expenses for reproduction, mailing, mileage, etc. are included in the fixed fee above and billed per our attached Charge Rate Schedule.
2. Tasks billed by fixed fees will be invoiced monthly based on the percentage of work completed.
3. Additional Services requested in writing and approved by the client will be provided on a time-and-materials basis.

**AUTHORIZATION OF SERVICES**

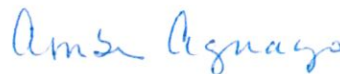
In order to authorize services described herein, please send an amendment to the original Agreement. Typically, we can begin our services within 5 business days of the time authorization is received.

Thank you for your continued confidence with the QK team. If you have any questions or would like to discuss this proposal further, please contact Steve Brandt at (559) 733-0440. We look forward to beginning this work upon your approval.

Sincerely,



Steve Brandt, AICP  
Principal Planner



Amber Aguayo  
CFO/COO

## EXHIBIT B

MADERA LAFCO AGREEMENT NO. \_\_\_\_\_  
(Amendment to Madera LAFCO Agreement No. 2019-04; Municipal Service Review-  
Bass Lake/North Fork Area)

**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 QUAD KNOFF, INC. dba QK, a California Corporation, (hereinafter "CONSULTANT").

### RECITALS

A. On April 18, 2019, MADERA LAFCO and CONSULTANT entered into LAFCO Agreement No. 2019-04 to conduct a Municipal Service Review for the Bass Lake/ North Fork Area.

B. Paragraph 3 "COMPENSATION" of LAFCO Agreement 2019-04 provided that compensation for Consultant services under this Agreement shall not exceed the sum of Thirty-Four Thousand Nine Hundred and Ninety One Dollars (\$34,991.00) without prior written agreement by the parties.

C. Due to delays in the completion of the MSR due to Covid-19, information in the Draft MSR had become outdated and in need of revision and MADERA LAFCO and CONSULTANT desire to amend Paragraph 3 of LAFCO Agreement 2019-04 to increase the total compensation for CONSULTANT services from \$34,991 to \$40,991.

D. Paragraph 3 "COMPENSATION" of LAFCO Agreement 2019-04 is amended to read as follows:

1. 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 Forty Thousand Nine Hundred and Ninety One Dollars (\$40,991.00) without prior written agreement of the parties.

2. Except as amended herein, all conditions of LAFCO Agreement 2019-04 remain in force and effect.

\* \* \* \* \*

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

MADERA LAFCO

\_\_\_\_\_  
Dave Braun, Executive Officer

QUAD KNOPF, INC.

\_\_\_\_\_  
Amber Aguayo, CFO/COO

94-2228472  
Taxpayer Identification Number

Approved as to Legal Form:  
MADERA LAFCO COUNSEL

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

ACCOUNT NUMBER(S)  
77030-721489

## EXHIBIT C

### MADERA LAFCO AGREEMENT NO. 2019-04 (Consulting Services; Municipal Service Review-Bass Lake/North Fork Area)

**THIS AGREEMENT** is made and entered into this 18th day of April, 2019, by and between the MADERA LOCAL AGENCY FORMATION COMMISSION (hereinafter "MADERA LAFCO"), acting by and through its Executive Officer and QUAD KNOFF, INC., dba QK, a California Corporation, (hereinafter "CONSULTANT").

#### RECITALS

- A. MADERA LAFCO requires that a Municipal Service Review be conducted for the Bass Lake/North Fork Area.
- 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 Bass Lake/North Fork.

#### 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 Bass Lake/North Fork Area, consisting of four (4) pages, and as set forth in CONSULTANT's Proposal dated February 22, 2019, consisting of nineteen (19) 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 March 31, 2020. 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 Thirty-Four Thousand Nine Hundred and Ninety One Dollars (\$34,991.00) 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

Dave Braun  
Dave Braun, Executive Officer

QUAD KNOFF, INC. dba QK

Amber Adams  
Amber Adams, Fresno Branch Manager

94-2228472  
Taxpayer Identification Number

Approved as to Legal Form:  
MADERA LAFCO COUNSEL

By: [Signature]

ACCOUNT NUMBER(S)

77030-721489

## EXHIBIT 1

### MADERA COUNTY LOCAL AGENCY FORMATION COMMISSION REQUEST FOR PROPOSAL

## ***Municipal Service Review for the North Fork/Bass Lake Area***

### I. PROJECT DESCRIPTION AND BACKGROUND:

The Madera County Local Agency Formation Commission (LAFCO) is seeking the services of a qualified candidate to complete a Municipal Service Review in preparation for the update of the spheres of influence for all special districts within the Greater North Fork and Bass Lake areas. The purpose of this review is to comply with service review requirements of Government Code Section 56430 in a manner that will provide service agencies, land use regulatory agencies, and LAFCO with comprehensive service capacity information. Responses to this request are to be submitted by **February 22, 2019**. Please include five (5) copies of the proposal for our review.

Currently, there are approximately 27 service providers in the greater North Fork/Bass Lake area. These service providers include: County Service Areas (CSA) 2, #2A, #2B, #2C, #2D and #15; Maintenance districts (MD) #6, #7, #8A, #8B, #11, #15, #18, #24, #25, #55, #58, #64, #69, #74, #86, #92, #93, #104, #107, and #120 and Bass Lake Water Company (private water company). In addition, there are mutual water companies and commercial businesses that provide water service. An analysis of capacity for all private service providers, service levels, and governance should be considered in the service review study.

With the creation, conversion or reorganization of a sphere of influence of a special district, LAFCO is required to conduct a municipal service review to evaluate the following criteria:

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 of the special district
3. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies.
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.

Madera LAFCO feels it is appropriate to initiate a municipal services review for the North Fork/Bass Lake area to evaluate the current districts as well as look at the possibility of simplified governance through merger or consolidation. Also, identifying primary service providers and setting policy for future annexations would be a major goal in establishing a simplified municipal service system in the area.

## II. MUNICIPAL SERVICE REVIEW GUIDELINES:

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) sets forth a number of requirements for LAFCOs. Included among these is the requirement to conduct reviews of municipal services provided in the County, before or in conjunction with the preparation of updating spheres of influence (SOI). In accordance with the CKH Act, the review shall include a written statement of the LAFCO's determinations regarding each of the following considerations:

1. Infrastructure needs and deficiencies.
2. Growth and population projections for the affected area.
3. Financing constraints and opportunities.
4. Cost of avoidance opportunities.
5. Opportunities for rate restructuring.
6. Opportunities for shared facilities.
7. Government structure options, including advantages and disadvantages of the consolidation or reorganization of service providers
8. Evaluation of management efficiencies.
9. Local accountability and governance.

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.

## III. DRAFT SCOPE OF WORK:

Madera County LAFCO will consider various options for development of the Municipal Service Review. The consulting firm should consider what it believes to be the best overall way to study all of the affected agencies and develop a proposal format to support their recommendation.

Task 1: Data collection and review of data in the MSR Study, its appendices, and other documents to include financial projections of costs, rates and organizational structures to develop baseline assumptions for the analysis. At minimum, consultant should:

- Establish a timeline for study completion.
- Establish a decision-tree process including options for stakeholder input, on-going evaluation of analysis/impacts, legislative action (if needed), a public election process (if needed) for identified alternatives, including the continued operation of overlapping/interlocking districts which can be shown to be more effective at providing public services.

Task 2: Identify Potential Governance Structure Alternatives for Providing Services/Functions currently delivered by all special districts and identify benefits and/or negative impacts of each option. Governance structure options must include:

- Consolidation of special districts and possibly the formation of new districts.
- Reorganization of special districts and the formation of a new entity.
- Any other viable governmental structure alternative.

Task 3: Conduct a Legal Analysis for each of the identified alternatives:

- Provide legal analysis of the process to implement each identified governmental structure option under existing law.
- Prepare a discussion of any legal barriers, conflicts and/or representation issues for the special districts in the North Fork/Bass Lake area for each alternative organizational structure.
- Assist the LAFCO staff and consulting team in developing an implementation plan for the selected alternative(s) including the process for conducting any required elections.

Task 4: Prepare Financial Analysis and Findings:

- Complete financial analysis of each identified alternative including but not limited to projected costs, revenue requirements, and financial impacts on all special districts and ratepayers for a ten-year period of time.
- Develop a methodology for the equitable allocation/distribution of assets including but not limited to infrastructure and agency reserves.
- Analyze impacts on voting rights and representation within special districts of each identified alternative.
- Prepare appropriate CEQA findings.

Task 5: Timeline and Preparation of Report:

- It is anticipated that a working group including LAFCO staff and special districts representatives will be established to monitor progress on the study and findings with alternatives. Consultant should include time and effort for such a process to include approximately three meetings at LAFCO during the report's preparation, 2 public workshops and 1 public hearing. This would include approximately three public presentations to the Commission.
- Consultant will be responsible for preparation of: (1) a Preliminary Draft report for internal distribution; (2) a Final Draft Report for submittal to interested special districts, agencies, and the public for review and comment; and (3) preparation of a Final Study Report for submittal to LAFCO, together with all appropriate graphics.

- Consultant should develop a detailed study schedule and timeline as well as an estimate in number of work hours for each phase of the Study. Consultant should identify each Principal and key staff member who will work on the project, submit a brief bio of experience and qualifications for each, and a statement of commitment for each member to be on the team for the duration of the study process (expected to be 4 to 6 months). LAFCO maintains the right to request to add or remove consultant staff persons during the study process.
- Consultant should also submit a cost proposal of estimated hours and costs by task and function with a Not-to-Exceed Fee based upon the scope of work.



## EXHIBIT 2



601 Pollasky Avenue, Suite 301 | Clovis, CA 93612

February 22, 2019

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

**Subject:** Proposal to Prepare Municipal Service Review for the North Fork/Bass Lake Area

Dear Mr. Braun:

Madera LAFCo's review of the North Fork/Bass Lake area will establish a possible roadmap to achieve efficiencies through reviewing district operations, finances, and overall governance structures. Thank you for the opportunity to assist you with this important effort. QK is eager to continue helping Madera LAFCo achieve its legislative mandate to promote orderly development and efficient extension of municipal services to the residents of Eastern Madera County.

QK offers you extensive experience in working with many public agencies, our experience with Madera LAFCo, and specifically our experience in East Madera County with both the Oakhurst and Coarsegold Area Municipal Service Reviews. 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 and financial issues. Our project team is extremely familiar with the political and regulatory landscape of Madera County, with the rules and policies of Madera LAFCo through preparation of prior MSRs, and with experience gained as previous Madera LAFCo staff.

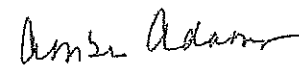
Jerome Keene will serve as our Project Manager and Senior Planner. He will be responsible for day-to-day management of the project. Steve Brandt, Principal Planner, will oversee the project and administer Quality Assurance and Quality Control. Annalisa Perea, Senior Associate Planner, will assist Mr. Keene in the technical preparation of the required studies. Amber Adams, Vice President of Business and Operations, is our Management Contact, and is authorized to contractually obligate the firm.

Please contact Jerome Keene by phone (559.449.2400) or e mail (Jerome.keene@qkinc.com) if you have any questions or require additional information.

Sincerely,

  
Jerome Keene, AICP  
Senior Planner/  
Project Manager

  
Steve Brandt, AICP  
Principal Planner/  
Principal-in-Charge

  
Amber Adams  
Vice President of  
Business & Operations

Enclosure  
P190064

# **| Statement of Qualifications**

## **MADERA LOCAL AGENCY FORMATION COMMISSION**

Municipal Service Review for the North Fork/Bass Lake Area

Dave Braun  
Executive Officer  
Madera LAFCo  
200 W. 4th Street, Suite 3100  
Madera, CA 93637



601 Pollasky Ave, Suite 301  
Clovis, California 93612

(559) 449-2400

**February 22, 2019**  
P190064

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INTRODUCTORY LETTER

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# Proposal - Madera LAFCo

## Municipal Service Review for the North Fork/Bass Lake Area

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### QK's MSR Expertise

#### Project Understanding

Madera LAFCo (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 reviews for the greater North Fork and Bass Lake areas and surrounding special districts in accordance with the Cortese-Knox-Hertzberg Reorganization Act of 2000 (CKH), LAFCo Service Review Guidelines, and the Madera LAFCo's Policies and Guidelines. This regional approach to the MSR and SOI Review would allow for a comprehensive analysis of how these agencies provide the range of municipal services to its residents while reviewing its potential growth in accordance with state and local mandated requirements, discussed below. Lastly, QK would be acting solely 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.

Local service providers' operations are generally financed through property tax collection, special assessments or fees for services. 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.

When conducting a comprehensive review of any service providing agency, information gathering, and data collection is crucial to adequately understand the operating state of a local service provider. It is also important to have knowledge of the prior reports or analysis conducted for each agency. Regarding North Fork and Bass Lake, there has not been an MSR conducted by LAFCo for either community. Therefore, the primary information that will be relied upon from the communities will include recently adopted fiscal year budgets, infrastructure master plan documents, and any other pertinent supplement reports related to the delivery of municipal services to community residents.

The goal of this MSR and SOI Review would be to provide a summary of any past findings but to conduct a new, independent review as it relates to the current state of their operations and service delivery to residents within special districts and the sphere of influence, in accordance with CKH and Madera LAFCo policies.

## Anticipated Issues

It is anticipated that as part of this review, the MSR/SOI will need to analyze the existing service delivery and existing capacity conditions for CSA #2 – Bass Lake. Additionally, the existence of other service providers in the area may also contribute to a potential partnership in the area. However, there have been recent projects within CSA #2 that have been protested by residents due to concerns with capacity. Examination of district data and review of land use capacity within the area would be important to aid in determining the District's ability to currently provide service and potentially expand service to vacant parcels.

Additionally, CSA #21 – Cascadel Woods, located within the North Fork area, currently provides some recreational services to the existing subdivision. The subdivision is also served by a private utility operator and voluntary Homeowners' Association. LAFCo previously prepared an MSR for the District to allow for a minor annexation to facility a lot line adjustment. However, following completion of the document in the coming years, additional questions were raised by the neighborhood in regard to the service which the CSA could provide. Mainly, some of the residents wanted to inquire whether latent powers, such as road maintenance, could be added to the district. Various neighborhood meetings were held as well as a vote of the subdivision to establish a Maintenance District for solely road services, which subsequently failed. However, given the history of the district, it would seem appropriate for LAFCo to firmly review the operations of the district since the prior MSR and make recommendations based on the data available.

Lastly, review of the available capacity of some of the multi-service districts, such as MDs 6, 7, 8 and 58. Despite the fact that they were established to service specific subdivisions, their proximity and ability to potentially share facilities or potentially collaborate in consolidation or some sort of joint facility will be important to examine. This type of analysis is the heart of what MSRs and SOI Updates are designed to investigate in order to allow the LAFCo Commission to recommend appropriate policies for municipal service delivery within an area.

QK has already compiled a list of the current, latent and available services of each of the identified districts and agencies within the North Fork and Bass Lake area. The MSR will examine these services and the potential to expand services, if desired, by residents or as a result of planned development of the County.



**Bass Lake/North Area Special Districts  
Current, Authorized and Latent Powers Matrix**

Municipal Service Provided	CSA 2 (Zones A, B, C and D)	CSA 15	CSA 21	MD 58	MD 6, 7, 8	MD 11, 15, 18, 25, 55, 64, 69, 74, 86, 92, 93, 104, 107, 120	Bass Lake Water Co., Other Mutual Water Companies	Potential Future Community Services District
Water supply	Provides	Latent	Latent	Provides	Provides	Latent	Provides	Available
Water distribution	Provides	Latent	Latent	Provides	Provides	Latent	Provides	Available
Sewer collection & disposal	Provides	Latent	Latent	Latent	Provides	Latent		Available
Storm drainage	Latent	Latent	Latent	Latent	Latent	Latent		Available
Street maintenance	Provides	Provides	Latent	Provides	Provides	Provides		Available
Street lighting	Latent	Latent	Latent	Latent	Latent	Latent		Available
Street sweeping	Latent	Latent	Latent					Available
Street landscaping	Latent	Latent	Latent					Available
Street construction	Latent	Latent	Latent					Available
Flood control	Latent	Latent	Latent					Available
Solid waste collection, transfer, & disposal	Latent	Latent	Latent					Available
Fire protection	Latent	Latent	Latent					Available
Police protection	Latent	Latent	Latent					Available
Ambulance service	Latent	Latent	Latent					Available
Emergency medical service	Latent	Latent	Latent					Available
Heat and power	Latent	Latent	Latent					Available
Undergrounding of overhead electrical & communication facilities	Latent	Latent	Latent					Available
Parks / recreation	Latent	Latent	Provides					Available
Community facilities	Latent	Latent	Latent					Available
Vector & pest control	Latent	Latent	Latent					Available
Funding for land use planning	Latent	Latent	Latent					Available
Funding for a municipal advisory council	Latent	Latent	Latent					Available
Graffiti abatement	Latent	Latent	Latent					Available
Weed & rubbish abatement	Latent	Latent	Latent					Available
Soil conservation	Latent	Latent	Latent					Available
Animal control	Latent	Latent	Latent					Available
Transportation	Latent	Latent	Latent					Available
Cemeteries	Latent	Latent	Latent					Available
Airports	Latent	Latent	Latent					Available
Open space habitat conservation	Latent	Latent	Latent					Available



## **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."

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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.

### **WHAT OTHERS SAY ABOUT QK**

*"I have worked with Mr. Brandt from QK on a number of projects over the years. He has in-depth experience with LAFCo issues, concerns and processes as he previously held the position of staff analyst here at Tulare LAFCo and also guided numerous projects through the annexation process as a planner for the City of Visalia. His experience has proven to be a vital asset in the development of MSRs."*

**— Ben Giuliani, Executive Officer, Tulare County LAFCo**

*"I worked with Quad Knopf on two municipal service reviews. The first project was the Greater Rio Mesa Area MSR. ... This was a challenging MSR, and Quad Knopf was very creative in their approach to the project. ... Quad Knopf is a great pleasure to work with. I look forward to working with Quad Knopf on projects now and in the future. I would highly recommend them for MSR projects."*

**— Dave Herb, Former Executive Officer, Madera County LAFCo**

## 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 **Jerome Keene's** planning experience includes working as a planner for Madera County, serving as Executive Officer/Analyst for Madera LAFCo and former Member of the CALAFCo Legislative Committee.
  - o **Steve Brandt** was a staff analyst for Tulare County LAFCo and the planning manager for the City of Visalia.
  - o QK is an **Associate Member of California Association of LAFCOs (CALAFCo.)**



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## QK Project Team

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. A brief description of each team member's task and role is described in this section. Further information regarding team members' experience and expertise are included within their resumes as an Appendix to this proposal.

The QK staff shown here are committed to remaining on the team for the duration of the project.

### **Steve Brandt, AICP** *Principal in Charge, QA/QC*

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



Mr. Brandt will review the MSR/SOI studies 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 in current and advanced planning functions with the City of Visalia, ultimately being appointed Planning Manager of the Planning Division.

### **Similar Work**

- Greater Rio Mesa Area **Municipal Services Review** (MSR), Madera Local Agency Formation Commission (**LAFCo**) – Madera County, CA. Senior Planner.
- Oakhurst Area **Municipal Services Review** (MSR) Madera Local Agency Formation Commission (**LAFCo**) – Madera County, CA. Senior Planner.
- Morgan Ranch Master Plan and EIR – City of Turlock, CA. Project Manager/Senior Planner.
- General Plan / Zoning and Subdivision Ordinance Update – City of Hanford, CA. Project Manager/Principal Planner.
- Contract Planning Services – City of Lemoore, CA. Principal Planner/Contract City Planner