

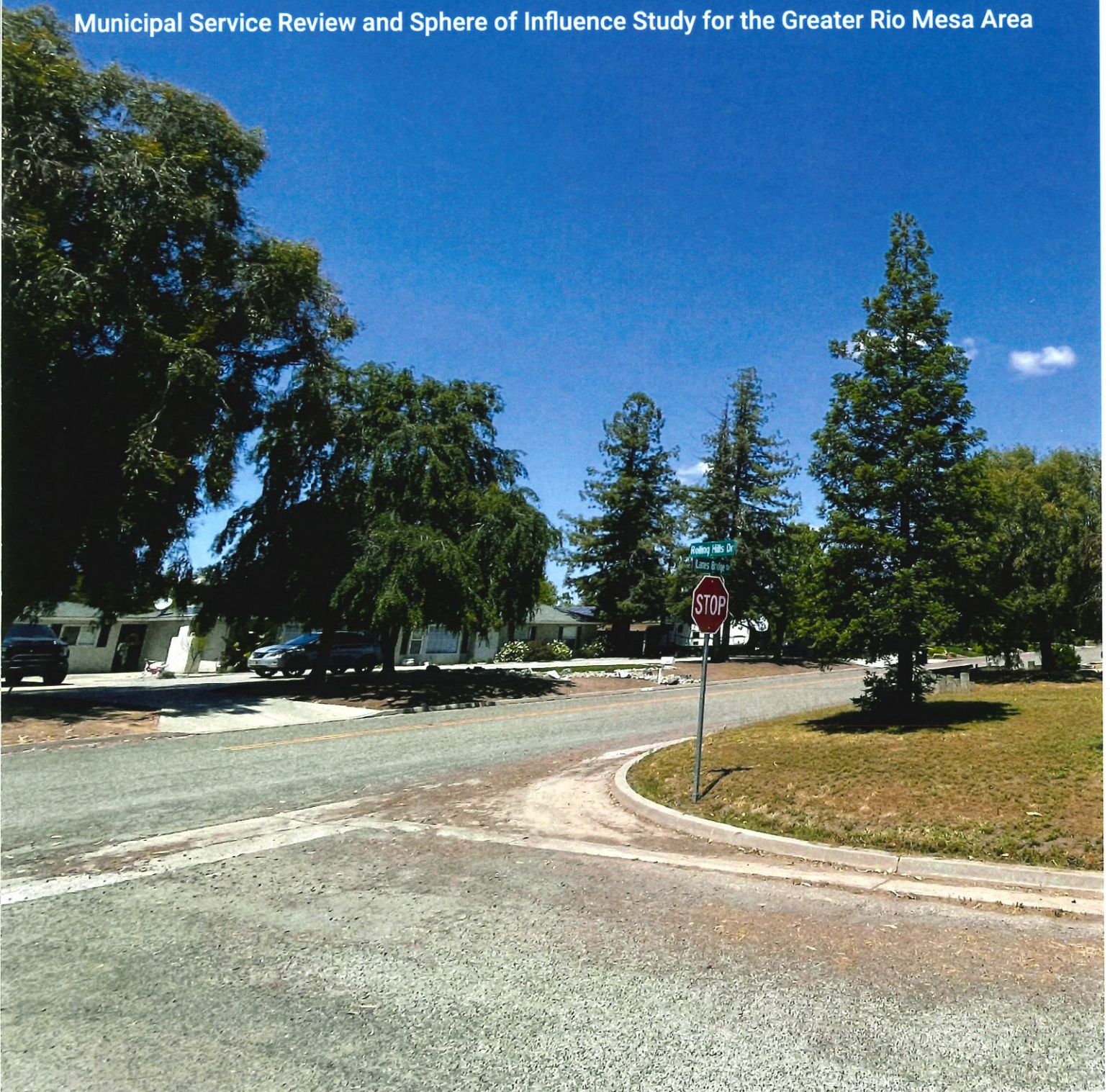


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MADERA COUNTY LOCAL AGENCY FORMATION COMMISSION

PROPOSAL

Municipal Service Review and Sphere of Influence Study for the Greater Rio Mesa Area





May 12, 2023

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

Subject: Request for Proposal – Municipal Services Review for the Greater Rio Mesa Area

Mr. Braun:

Thank you for the opportunity to assist with the preparation of the Greater Rio Mesa Area Municipal Service Review (MSR) and Sphere of Influence (SOI) Update. Since the last MSR/SOI Update was completed in 2012, at least two communities in the study area have had significant development activity and several other key decisions about service provisions have been made.

QK provides extensive experience in developing MSR/SOI updates for cities and special districts. Our MSRs have been reviewed and accepted by Local Agency Formation Commissions (LAFCOs) of Madera, Kern, Tulare, Kings, Alameda, El Dorado, and Siskiyou Counties. We thoroughly understand the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, the Governor's Office of Planning and Research's Municipal Service Review Guidelines, and LAFCO Policy and Procedures, all of which outline the requirements for preparation of an MSR/SOI Update.

Our programmatic team includes knowledgeable policy planners and staff who have been public servants for LAFCOs, cities, and counties, and have significant knowledge and experience in municipal services. Our project team is already familiar with the political and regulatory landscape surrounding Madera County, as well as the rules and policies for the preparation of the MSR/SOI Updates.

Principal Planner Steve Brandt, AICP will serve as our Project Manager. He will be responsible for the day-to-day management of the project. Senior Associate Planner Kristin Pittack alongside Associate Planners Trevor Stearns and Ethan Davis will assist Steve in the technical preparation of the required studies. Ernie Escobedo will provide management oversight for the project and Amber Aguayo, CFO/COO is authorized to contractually obligate the firm.

Please contact Steve Brandt by phone at (559) 449-2400 or email (Steve.Brandt@qkinc.com) if you have questions or require additional information.

Sincerely,

Steve Brandt, AICP
Principal Planner/Project Manager

Ernie Escobedo
Branch Manager - Clovis

P230266



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601 Pollasky Avenue, Suite 301
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May 12, 2023

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Firm Overview



QK Profile

Since 1972, QK has successfully partnered with cities, counties, state agencies, and other public agencies to develop efficient solutions that have lasting positive impacts on Central Valley communities. Founded on the idea of providing high-quality engineering and planning services to Central Valley cities, we now offer an array of services that contribute to sustainable communities and elevate the quality of life.

Our diverse staff of over 140 employees provides civil engineering, land surveying, utility coordination, construction management, labor compliance, urban design, landscape architecture, geographic information systems, land use planning, environmental planning and permitting, and biological resources from six Central Valley offices. We take pride in the ability to offer in-house, programmatic professional services to serve our diverse clientele.

Suite of Services

- Advanced Unmanned Aerial System Mapping
- Labor Compliance
- Biological Resources
- Land Surveying
- Civil Engineering
- Land Use Planning
- Construction Management
- Landscape Architecture
- Environmental Permitting & Planning
- Urban Design
- Geographic Information Systems
- Utility Coordination



LAFCO Experience

Understanding

Madera Local Agency Formation Commission (LAFCO) is responsible for conducting Municipal Service Reviews (MSR) and Sphere of Influence (SOI) studies for cities and special districts within Madera County. MSRs and SOI updates are essential to efficiently provide public services without unnecessary duplication or overlap while making decisions that reflect the needs and interests of the community. As a California firm, QK understands the significant role LAFCOs play in shaping the local government structure and organization, and that they are a valuable tool for agencies to effectively and efficiently meet constituents' needs.

For this project, LAFCO seeks a consulting firm to prepare an MSR and SOI Update for the Greater Rio Mesa Area per the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act), LAFCO Service Review Guidelines, and the Madera LAFCO's Policies and Guidelines. In this role, QK will act as an extension of LAFCO staff to provide a third-party point of view that LAFCOs are mandated to offer regarding urban growth, municipal service delivery, and agricultural land/open space preservation issues.

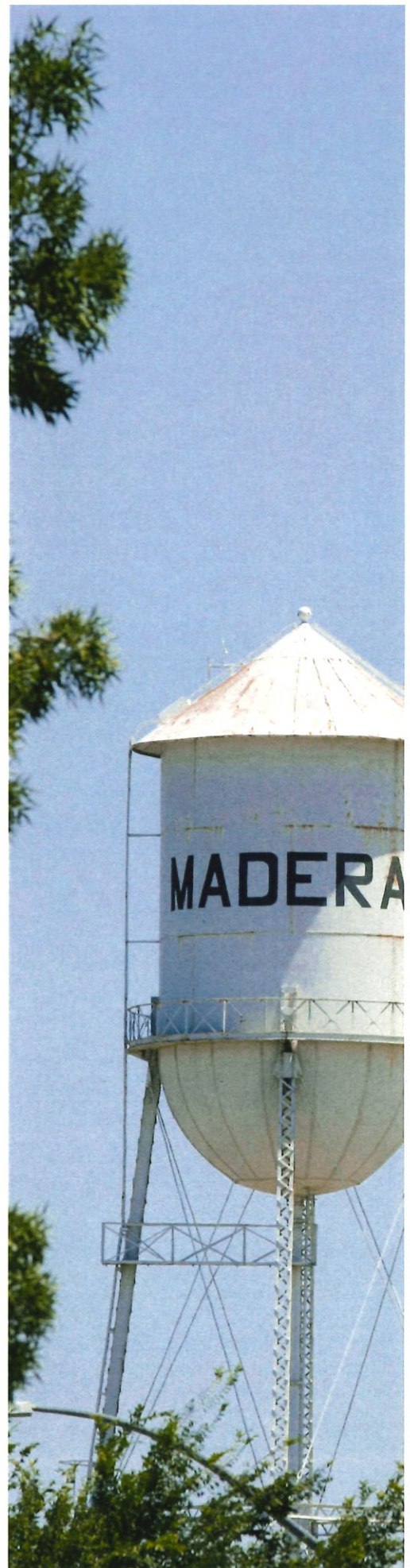
Municipal Service Review Purpose

An MSR goes beyond a simple management plan or audit by examining all aspects of the agency, including infrastructure needs, deficiencies, management practices, and financing. As a precursor to SOI updates, MSRs provide LAFCO with the necessary information to make informed decisions regarding an agency's growth potential and service provision capabilities. Having a consultant like QK with extensive experience providing MSRs and SOI studies is essential to generating accurate information to manage local agencies and prepare for their future.

An accurate and thorough MSR is critical to the success of the SOI study. Incorrect or incomplete analysis in an MSR undermines the SOI study, which is why QK uses a thorough quality assurance/quality control process. An internal third-party individual who is not involved in the daily project work will review the MSR before it is finalized to validate our analysis.

Spheres of Influence Purpose

SOIs are crucial because they determine the growth potential and boundaries of an agency within a specified period. This allows for better planning and management of resources, infrastructure, and services provided by the agency. QK's years of experience completing SOI studies provide us with a long-term understanding of how the SOIs we helped develop addressed community growth and resource management. We can use specific information gathered from previous SOI studies and implementation to make poignant recommendations and conduct an informed study to meet Madera LAFCO's needs.



Relevant Experience

Since 2010, QK has prepared nine MSRs for Madera LAFCO, including the 2010 Greater Rio Mesa Area MSR. We have also peer reviewed two MSRs that were prepared by others for Madera LAFCO and, because of our knowledge of special districts in Madera County, have also provided consulting services to several special districts, including Madera Irrigation District, Madera County Mosquito & Vector Control District, and Madera Cemetery District. Our experience is not limited to Madera County, as we have previously prepared MSRs in the following counties in the last five years: Kern, Kings, Fresno, El Dorado, Alameda, and Orange.

Madera County has planned for a major shift from rural to urbanized uses in the Greater Rio Mesa Area. Therefore, a thoughtful review of municipal service needs for both existing neighborhoods and future communities is needed to help ensure that services are efficiently provided. Here are some things we learned when we prepared the 2010 Greater Rio Mesa Area MSR that will require further examination in this MSR/SOI Update:

Population and Development

The 2010 MSR estimated the combined population of Bonadelle Ranchos #9, Sumner Hill, and Rolling Hills (which is covered by Maintenance District No. 14, County Service Area No. 16, and County Service Area No. 19) to be 1,581 residents in 2010. None of the more recently approved communities had started to develop. The Dragonfly Golf Course (formerly Riverbend Golf Course) had been developed and Valley Children's Hospital had relocated to its current site, but the planned development around these two key developments had not yet started. Since then, residential development has started at the Gateway Village (now called Riverstone) and Tesoro Viejo neighborhoods.

Root Creek Water District

At the time of the MSR, Root Creek Water District was only providing agricultural water services. LAFCO activated the district's latent powers in 2013 to provide municipal water, wastewater, and storm drainage services for the Riverstone development. Since then, the District has adopted fees and assessments to cover the costs of the new services it provides.

Sierra Foothills Public Utility District

Sierra Foothills Public Utility District was the subject of a 2014 State Controller Audit. No homes were constructed in the district as planned at its formation in 1998. Since the last MSR, the district transferred the golf course ownership due to a court order; therefore, it appears that the district is not providing any public services. The previous MSR recommended that Sierra Foothills Public Utility District be dissolved, and its services transferred to County Service Area No. 22.



County Service Area No. 16 (Sumner Hill)

County Service Area No. 16 supplies and distributes water to residents and other users in the district. The area does not appear to have grown since the last MSR was written; however, expenses appear to have increased approximately 70% since the FY 2008/09 budget shown in the 2010 MSR. Costs for utilities and for system maintenance make up for most of the cost increase. The 2010 MSR recommended that County Service Area No. 16 be consolidated with County Service Area No. 22.

County Service Area No. 19 (Rolling Hills)

County Service Area No. 19 supplies and distributes water and provides street maintenance for residents and other users in the district. Recent water system improvements that required the borrowing of funds in the form of a bond. The 2010 MSR recommended that County Service Area No. 19 be consolidated with County Service Area No. 22.

County Service Area No. 22 (Table Mountain)

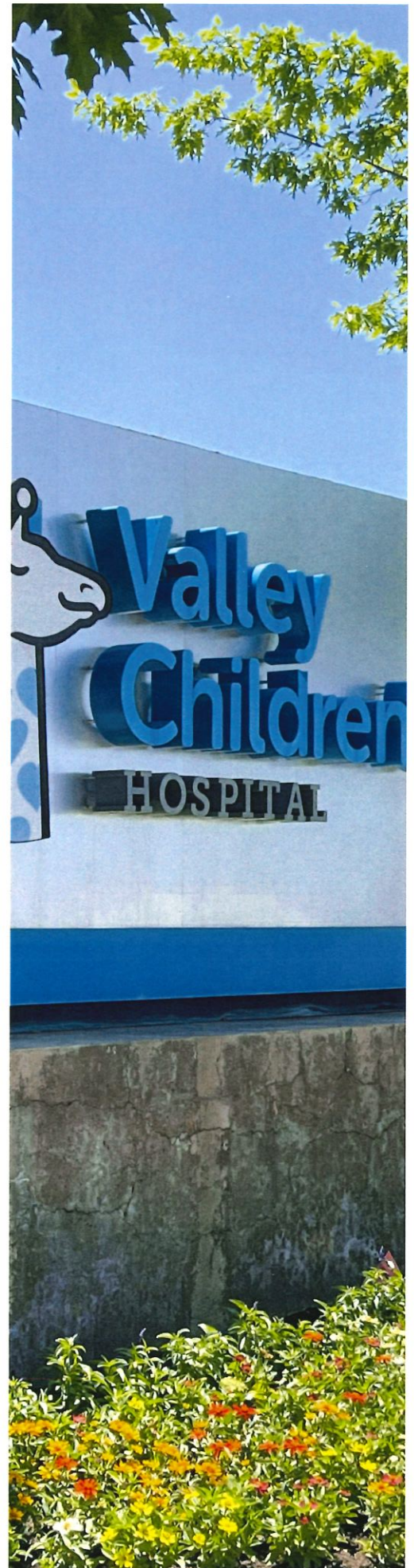
County Service Area No. 22 provides street maintenance, street lighting, and fire protection services, and is the Greater Rio Mesa Area's largest district. Since the last MSR, the district territory expanded to include the Riverstone development (road maintenance only). Revenues and expenses for the Tesoro Viejo, Gunner West, and Riverstone developments are accounted for separately in the County's budgeting. This area has seen significant housing growth, which is expected to continue.

Maintenance District No. 14 (Bonadelle Ranchos #9)

Maintenance District No. 14 provides street maintenance to district residents. The district has built a large fund balance since before the last MSR, and it appears that the balance was budgeted for a major road maintenance project in the 2022/23 budget. The previous MSR recommended that the territory covered by Maintenance District No. 14 be annexed into County Service Area No. 22 so that other municipal services could be provided.

Maintenance District No. 57 (Adobe)

Maintenance District No. 57 provides street maintenance to the residents in the district. The district has been building a fund balance since before the last MSR, and it appears that the balance was budgeted for a road maintenance project in the 2022/23 budget. The previous MSR recommended that the territory covered by Maintenance District No. 57 be annexed into County Service Area No. 22 so that other municipal services could be provided.



Performance, Budget, and Deadlines

QK excels in completing our clients' projects by adhering to three key practices: matching suitable staff with projects, assigning expert project managers, and implementing a robust quality assurance system. Each of these aspects allows us to perform LAFCO work to our clients' expectations, stay within the project budget, and meet the project's deadlines.

Strong and Effective Project Management

At QK, we believe in delivering projects through a rigorous and well-documented strategy that identifies our client's expectations and develops specific strategies to achieve them. This strategy involves a detailed Quality Assurance/Quality Control (QA/QC) plan comprising a formal quality review and improvement process triggered by project milestones. No document, paper or electronic, leaves QK's office for a milestone submittal or project deliverable without a thorough QC review performed by a designated Quality Control Reviewer.

We employ the Deltek Vision system as our primary tool for comprehensive project management. Deltek Vision enables us to plan, report, monitor, and bill projects in real-time, providing project managers with valuable information on the scope, schedule, budget, staffing levels, and critical funding requirements. This information can be provided to our clients when needed, allowing us to be flexible and responsive.

We believe that delivering projects with a well-documented strategy and employing effective tools are essential components of our philosophy for successful project delivery. We are committed to providing quality, consistent services to help our clients achieve their project goals.

We strongly believe in proactively 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.

Budget | Deadlines

QK's Project Manager is responsible for reviewing project billings and compliance with the overall budget. QK's project management system, Deltek Vision, is integrated with our accounting and invoicing, allowing us to assign tasks with estimated completion times and monitor actual hours spent via individual timesheets. This process maintains cost control and efficiency.



Team Competency

QK is an Associate Member of the California Association of LAFCOs (CALAFCO), and we employ individuals with considerable LAFCO experience.

Steve Brandt, AICP - Principal Planner

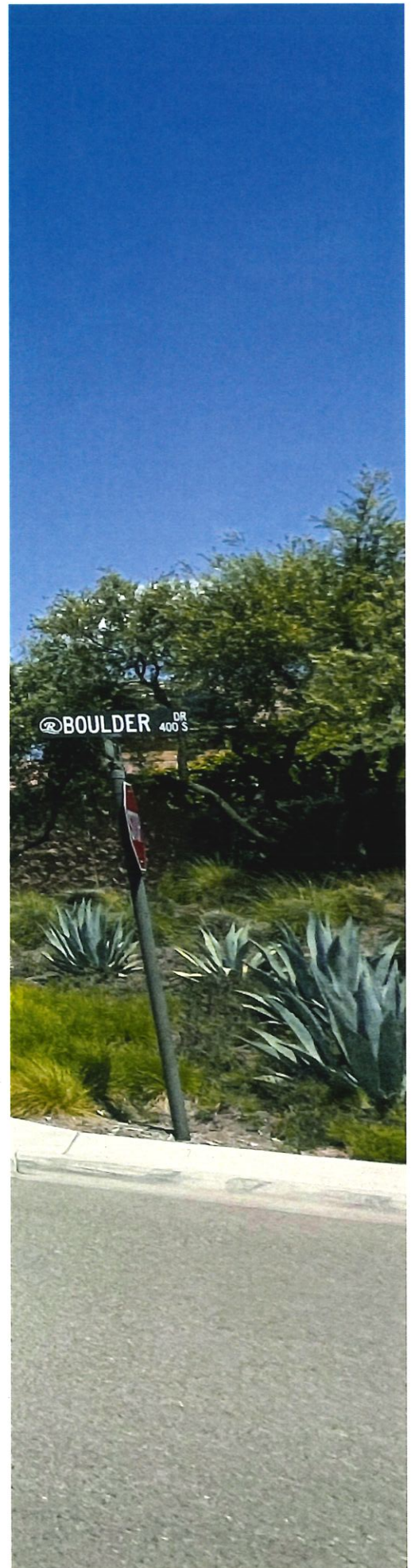
Steve worked for several years as a staff analyst for Tulare County LAFCO, giving him an understanding of how MSRs and SOI studies can positively impact the cities and special districts that are reviewed. He applies this insider knowledge to lead our LAFCO project teams, keeping the team focused on the big-picture aspects of their work and ensuring that the MSR answers not just the questions required by the CKH Act, but also the pressing issues of the day for districts that are being reviewed.

Kristin Pittack - Senior Associate Planner

Kristin is an experienced planner who has worked for both city and county agencies focusing on subdivisions, public policy, and habitat conservation planning. Her area of focus is natural resource protection and water, as well as project management and on-call planning contracts. She was the lead author on the recently completed Bakersfield Municipal Services Review and Sphere of Influence Update adopted by Kern LAFCO.

Trevor Sterns - Senior Associate Planner

Trevor has worked on 10 MSR/SOI Update projects during his QK tenure, including several for Madera LAFCO, in addition to his other planning projects and role as the City of Selma's contract City Planner. He gained a unique understanding of Madera County working with the Madera County Planning Department as the lead analyst on the 2022 Supervisorial Redistricting project.



Scope of Work

MSR/SOI Update Approach

Project Kick-Off

Our initial project step is to meet with Madera LAFCO staff to establish communication protocols and communication expectations between our team and yours. We will also identify and collect relevant data, suggest scope adjustments if needed, and prepare a questionnaire for the County of Madera and utility service providers. This important first step establishes the foundation upon which the subsequent tasks are built, so we emphasize clearly understanding your objectives and needs for this specific scope.

Contact Agencies and Collect Data

We request relevant information identified during the kick-off stage from the relevant agencies and individuals. Our team also administers the questionnaire to applicable entities with appropriate follow-up and communication to drive participation.

Data Analysis

We organize and analyze the data that we collect through documentation and questionnaires to address each of the topic areas prescribed by the CKH Act for MSRs and SOI Updates. This includes using of LAFCO's GIS data to prepare maps that illustrate the overlapping district boundaries and SOIs.

Solicit Feedback

We will prepare an Administrative Draft MSR/SOI Update for review by LAFCO staff before the release of any public drafts. This draft will facilitate collaboration between QK and LAFCO staff on the analysis and the wording determinations in the Draft MSR.

Drafts, Final MSR/SOI Update

The scope includes two meetings with the Commission, first with the Public Review Draft and then with the Final Draft for adoption. Throughout the process, the affected districts and interested stakeholders will have opportunities to provide input and comment on the MSR/SOI Update.



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. We also included a proposed schedule following this scope.

TASK 1.0 PROJECT INITIATION | AGENCY CONTACT | DATA COLLECTION

Upon contract execution and notice to proceed, we will meet with LAFCO staff to initiate the scope of work described herein. QK will cover the following items during this meeting:

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 the scope of work and schedule and make revisions as directed by LAFCO staff.
5. Prepare a questionnaire that will be sent to the County of Madera and other utility service providers to obtain information.

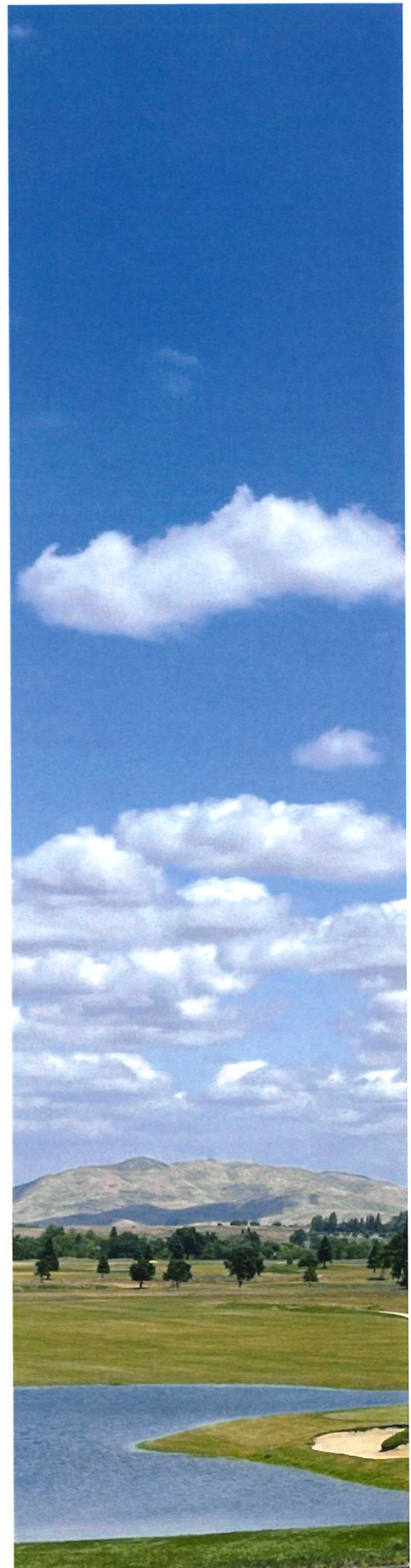
QK will contact the primary points of contact at each of the following agencies to establish working relationships and effective lines of communication. During our initial communication, we will also summarize the scope of our work.

Root Creek Water District	County Service Area No. 22 (Table Mountain)
Sierra Foothills Public Utility District	Maintenance District No. 14 (Bonadelle Ranchos #9)
County Service Area No. 16 (Sumner Hill)	Maintenance District No. 57 (Adobe)
County Service Area No. 19 (Rolling Hills)	

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 per 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. QK will also collect budgets, rate studies, and other documents that can be useful in understanding the administration of each district.

Deliverables:

- Project Initiation meeting agenda and meeting notes (PDF format)
- Data collection questionnaire (PDF format)



TASK 2.0 INTERPRETATION AND ANALYSIS

The QK team will analyze the data collected in Task 1.0 concerning the issue areas identified in the CKH Act. The CKH Act requires analysis of, and determinations for, seven issue areas:

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.

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

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 SOI of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing SOI.

As we conduct the analysis, if any questions arise, we will follow up the affected agency, request additional data, and meet on site as needed.

Deliverable:

- List of collected documents, including the date and individual who obtained them (PDF format).



TASK 3.0 PREPARE ADMINISTRATIVE DRAFT MSR/SOI UPDATE

The QK team will prepare an administrative draft of the MSR/SOI Update in the 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. The MSR/SOI Update will include analysis of the districts listed in Task 1.0 using the CKH Act requirements listed in Task 2.0. The Administrative Draft version will be for LAFCO staff review only.

Deliverable:

- Administrative Draft MSR/SOI Update (PDF and Word formats)

TASK 4.0 PRESENT PUBLIC REVIEW DRAFT MSR/SOI UPDATE

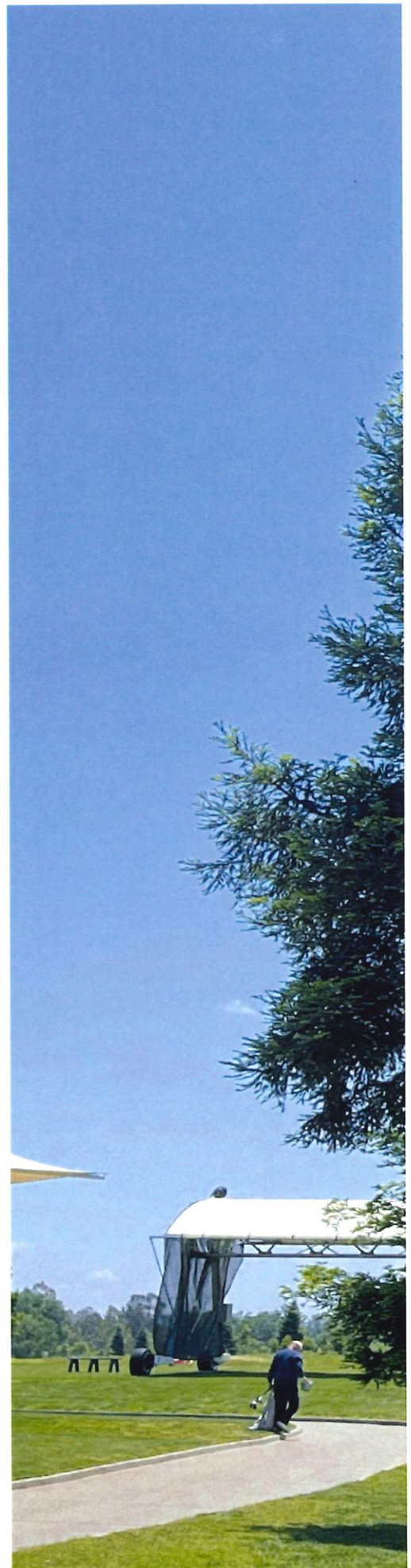
Upon completion of the Administrative Draft, QK will meet LAFCO staff to review the information contained in the MSR. We will look to LAFCO staff to either confirm or discuss revisions to the determinations before we incorporate them into the Public Draft MSR/SOI Update. QK will prepare the Public Draft MSR/SOI Update based on feedback, comments, and direction received from LAFCO staff. This draft will be sent to the affected agencies for their review and comment prior to the first meeting with the Commission.

QK will present the Draft MSR/SOI Update at a Commission hearing, where the Commission will be asked to approve the MSR/SOI Update. Our level of participation will be in accordance with LAFCO staff requests and can include presenting the key conclusions and determinations contained in the report.

QK will prepare the Draft MSR/SOI Update following the Commission hearing. The Final report will address and respond to any direction provided by LAFCO staff by the Commission at the final meeting.

Deliverable:

- Public Draft MSR/SOI Update (PDF and Word formats)
- PowerPoint Presentation for Commission meeting (PPT format)



TASK 5.0 REVIEW COMMENTS RECEIVED | PREPARE FINAL DRAFT MSR/SOI UPDATE

QK will review the comments received from the affected agencies and other commenting stakeholders, as well as all comments made at the Commission meeting in Task 4.0. After consulting with LAFCO staff, the comments will be addressed, and revisions will be incorporated into the Final Draft MSR/SOI Update.

Deliverable:

- Final Draft MSR/SOI Update (PDF and Word formats)

TASK 6.0 PRESENT FINAL DRAFT MSR/SOI UPDATE AT HEARING | DELIVER FINAL MSR/SOI UPDATE

QK will present the Final Draft MSR/SOI Update at a Commission hearing, where the Commission will be asked to approve the MSR/SOI Update. Our level of participation will be in accordance with LAFCO staff requests and can include presenting the key conclusions and determinations contained in the report.

QK will prepare the Final MSR/SOI Update following the Commission hearing. The Final report will address and respond to any direction provided by LAFCO staff by the Commission at the final meeting.

Deliverables:

- PowerPoint Presentation for Commission meeting (PPT format)
- Final MSR/SOI Update (PDF and Word formats, plus up to two hard copies)






























ASSUMPTIONS




QK assumes that LAFCO staff would discuss and refine the scope of work during the project initiation meeting; provide district boundaries GIS data; assist, if needed, in obtaining necessary information from the affected agencies, provide advice, review, and feedback on interim deliverables; and collaborate on the presentations to be made at the LAFCO hearings.





Proposed Schedule

Task Description	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Task 1.0 - Project Initiation Agency Contact Data Collection Kick-off Meeting with LAFCO Staff Review Agencies' website for existing information Meet with Subject Agency Staff to request data Agencies response due to QK	    							
Task 2.0 - Interpretation and Analysis Organize and analyze collected data per CKH Act Agency follow-up and site visits Analyze collected data, request additional data as needed		   	  					
Task 3.0 - Prepare Administrative Draft MSR/SOI Update Prepare Administrative Draft MSR/SOI Update Review with LAFCO Staff			 					
Task 4.0 - Present Public Review Draft MSR/SOI Update Revise and prepare Public Review Draft MSR/SOI Update based on Staff comments Distribute to Subject Agencies for their review and comment				 	 	 		
Task 5.0 - Review Comments Received Prepare Final Draft MSR/SOI Update Meet with LAFCO Staff Commission meeting to review Draft MSR/SOI Updates and comments received Review and incorporate comments and edits as appropriate Prepare Final Draft MSR/SOI Update based on Commission and Agency comments						 	 	 
Task 6.0 - Present Final Draft MSR/SOI Update at Hearing Deliver Final MSR/SOI Update Present Final Draft MSR/SOI Update at Commission meeting Revise as needed and deliver Final MSR/SOI Update								 

-  Kick-off Meeting with LAFCO Staff
-  Document Deliverable
-  Public Meeting at Commission

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 Madera LAFCo, 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 during the Project Initiation meeting under Task 1.0.

Key Personnel



Steve Brandt, AICP
Principal Planner
Role: Project Manager/Primary Contact



Steve is a highly skilled planning professional with expertise in municipal policy planning, development entitlement processing, and contract city planning. He has been in the planning profession for an impressive 26 years and currently serves as QK's Planning Technical Lead.

Before joining QK, Steve honed his skills in various planning functions with the City of Visalia. He started as front counter staff and worked his way up to manager, ultimately serving as Planning Manager of the Planning Division. His time with Tulare County LAFCo as a staff analyst gave him a solid understanding of annexation procedures. Steve has prior knowledge for this project as he helped Madera LAFCo with nine MSR's since 2009.

EDUCATION

B.A. Marketing/Management
 Fresno Pacific University

EXPERIENCE

QK Tenure **16 years**
Industry Tenure **29 years**

CERTIFICATIONS

Certified Planner
 American Institute of Certified Planners - No. 133286

AFFILIATIONS

American Planning Association
 Association of Environmental Planners

RELEVANT EXPERTISE

Annexations/LAFCO
 Project Management
 General Plans/Zoning
 Master Plans/Specific Plans
 Urban Development Boundaries

CONTACT INFORMATION

Steve.Brandt@qkinc.com (559) 259-1466

RELEVANT PROJECT EXPERIENCE

Municipal Service Review for the City of Madera

Project Manager
 Madera LAFCO | Madera, CA

Peer Review of Triangle T Water District MSD

Project Manager
 Madera LAFCO | Madera, CA

Municipal Service Review for the North Fork/Bass Lake Area

Project Manager
 Madera LAFCO | Madera, CA

Lemoore Municipal Service Review & Sphere of Influence Update

Project Manager
 City of Lemoore | Lemoore, CA

Bakersfield Municipal Service Review & Sphere of Influence Update

Project Manager
 City of Bakersfield | Bakersfield, CA

Municipal Service Review & Annexation Assistance

Project Manager
 City of Hanford | Hanford, CA



Kristin Pittack
Senior Associate Planner
Role: Lead Planner



Kristin grew up in a household of civil engineers and project managers which influenced her career path as a planner at an early age. She joined QK following a position as a senior-level planner at the City of Bakersfield where she spent 5 years in project management and agency coordination, incidental take permit and habitat conservation planning, water resources project permitting, and urban planning.

Her foundational knowledge of how cities and counties operate gives Kristin a unique insight into understanding the function of government agencies and importance of assessing the various districts and other jurisdictions that are responsible for supporting growing populations. In her current position, she advocates on behalf of her clients to ensure the best possible outcome for their projects, from start to finish.

EDUCATION

M.S. Environmental Law & Policy
Vermont Law School

B.S. Environmental Resource Management
Minor, Land Use Planning
California State University Bakersfield

EXPERIENCE

QK Tenure **2 years**
Industry Tenure **18 years**

AFFILIATIONS

Vice President
Kern River Conservancy

American Planning Association,
California Chapter

The Wildlife Society, San Joaquin
Valley Chapter

RELEVANT EXPERTISE

Sustainable Groundwater
Management Act (SGMA)

Project Management

Agency Coordination

Contract and Grant Administration

Land Use Planning

CEQA/NEPA Compliance

RELEVANT PROJECT EXPERIENCE

Bakersfield Municipal Service Review & Sphere of Influence Update
Lead Author and Senior Associate Planner
City of Bakersfield | Bakersfield, CA

2040 General Plan Update
Lead Author
City of Delano | Delano, CA

On-Call Planning Services
Project Manager
City of Bakersfield | Bakersfield, CA

On-Call Professional Services
Plan Manager
Kern County Sustainable Groundwater Agency Coordination Committee |
Kern County, CA

McBean Park Drive Bridge Replacement Project
CEQA Lead Author and Senior Associate Planner
City of Lincoln | Lincoln, CA

34th Street Revitalization Project
Lead Senior Associate Planner
Dignity Health/City of Bakersfield | Bakersfield, CA

Bakersfield Habitat Conservation Plan
HCP Lead Author and Planner
City of Bakersfield/Kern County | Kern County, CA



Trevor Stearns
Senior Associate Planner
Role: MSR/SOI Author



Trevor is a well-rounded planner with exceptional experience in environmental compliance documentation. From research and analysis and report writing to map creation using ArcGIS, he has authored and assisted with generating several complex CEQA documents. Trevor also worked as a contract planner for the City of Fowler, giving him a strong understanding of municipal planning requirements and needs. In this capacity, he processed conditional use permits, site plan reviews, and variances and presented frequently to the public, Planning Commission, and City Council.

EDUCATION

B.S. Geography
 California State University, Fresno

EXPERIENCE

QK Tenure **4 years**
Industry Tenure **8 years**

CERTIFICATIONS

Geospatial Information Systems Certificate
 California State University, Fresno

AFFILIATIONS

American Planning Association

RELEVANT EXPERTISE

- CEQA Compliance
- Geographic Information Systems (GIS)
- ArcGIS & ArcMap
- Environmental Planning
- Land Use Planning

RELEVANT PROJECT EXPERIENCE

Peer Review of Triangle T Water District Municipal Service Review

Senior Associate Planner
 Madera LAFCO | Madera, CA

Bakersfield Municipal Service Review & Sphere of Influence Update

Senior Associate Planner
 City of Bakersfield | Bakersfield, CA

Municipal Service Review for Sphere of Influence Amendment and Annexation

Senior Associate Planner
 Madera Irrigation District | Madera, CA

Municipal Service Review & Annexation Assistance

Senior Associate Planner
 City of Hanford | Hanford, CA

Municipal Service Review & Sphere of Influence Study for El Dorado Hills Community Services District

Senior Associate Planner
 El Dorado County LAFCO | El Dorado Hills, CA

Municipal Service Review for the North Fork/Bass Lake Area

Senior Associate Planner
 Madera LAFCO | Madera, CA

Countywide Municipal Service Review of Water, Wastewater and Stormwater Services

Senior Associate Planner
 Alameda LAFCO | Alameda, CA



Ethan Davis
Associate Planner
Role: MSR/SOI Author



EDUCATION

B.A. Geography

California State University, Fresno

EXPERIENCE

QK Tenure **2 years**
Industry Tenure **9 years**

CERTIFICATIONS

GIS Certificate

California State University, Fresno
 (2018)

RELEVANT EXPERTISE

- Land Use Planning
- General Plans / Zoning
- Municipal Code Application
- Geographic Information Systems (GIS)

Ethan is a seasoned professional in the field of urban planning, with a wealth of experience gained from his time as a land use planner at the County of Fresno and his current role at QK. Drawing on his expertise in interpreting general plans, municipal codes, and zoning procedures, as well as his proficiency in Geographic Information Systems (GIS), Ethan has built a reputation for helping clients navigate the complex world of entitlement and permitting requirements.

Ethan’s comprehensive understanding of planning regulations allows him to effectively review development proposals for various projects, such as Conditional Use Permits, Tentative Tracts, Variances, Time Extensions, and Director Review and Approvals. By applying his knowledge of general plans, municipal codes, and zoning procedures, Ethan is well-equipped to verify that his clients’ projects are in compliance with local regulations and positioned for success.

RELEVANT PROJECT EXPERIENCE

Municipal Service Review for the North Fork/Bass Lake Area

Planner
 Madera LAFCO | Madera, CA

Peer Review of Triangle T Water District Municipal Service Review

Planner
 Madera LAFCO | Madera, CA

Cascadel Woods Municipal Service Review/Sphere of Influence Update

Planner
 County of Madera | Madera, CA

Countywide Municipal Service Review of Water, Wastewater and Stormwater Services

Planner
 Alameda LAFCO | Alameda, CA

Madera County Supervisorial Redistricting

Planner
 County of Madera | Madera, CA

2040 General Plan Update

Planner
 City of Delano | Delano, CA

On-Call Planning Services

Planner
 City of Chowchilla | Chowchilla, CA



Zachary Neumann
Senior GIS Analyst
Role: Lead GIS Analyst



Zachary is a highly skilled and forward-thinking Geographic Information Systems (GIS) technical consultant who combines his expertise in GIS, programming, and data management with a forward-thinking mindset to provide clients with innovative solutions that optimize operational efficiency and productivity. He is a strategic leader and trusted advisor who partners with clients to lead the design, development, and deployment of user-focused ERM, CRM, PRM, and GIS applications. He is an ESRI ArcGIS Online Administration professional with in-depth knowledge of ESRI ArcMap, ArcGIS Pro, and Open Source QGIS, Leaflet, and Mapbox. He is also highly skilled in Python programming language, including ArcPy, ArcGIS API for Python, Pandas, and Django, and Hydrology, Demography, Statistical Analysis, and Business Analysis.

In addition to his expertise in GIS, Zachary has a strong working knowledge of web programming languages, including JavaScript, CSS 5, Bootstrap, Html, and data management tools like Excel, Python, Pandas, Jupyter Notebook, R, Amazon Web Services, Geodatabase, and SQL. Zachary constantly seeks to expand his skillset and stay up to date with the latest technologies. His forward-thinking approach enables him to deliver innovative and efficient solutions to QK's clients.

EDUCATION

B.S. Environmental Science
Minor, Geographic Information Systems
Portland State University

EXPERIENCE

QK Tenure **1 year**
Industry Tenure **9 years**

RELEVANT EXPERTISE

- Geographic Information Systems (GIS)
- ArcMap/ArcGIS
- Product Roadmap
- UI/UX
- Backend and Infrastructure
- Cloud Architecture
- Software Design & Coding

RELEVANT PROJECT EXPERIENCE

Bakersfield Municipal Service Review & Sphere of Influence Update
Senior GIS Analyst
City of Bakersfield | Bakersfield, CA

On-Call Planning Services
Senior GIS Analyst
City of Selma | Selma, CA

Bakersfield General Plan Update
Senior GIS Analyst
Rincon Consultants, Inc. | Bakersfield, CA

2040 General Plan Update
Senior GIS Analyst
City of Delano | Delano, CA

On-Call GIS Support Services
Senior GIS Analyst
City of Coalinga | Coalinga, CA

On-Call Planning Services
Senior GIS Analyst
City of Delano | Delano, CA



Tibisay Loreto
Senior Associate GIS Analyst
Role: GIS Analyst



Tibisay is an experienced Geographic Information Systems (GIS) Analyst passionate about telling stories through maps. With over ten years of experience in the field, Tibisay is a strong professional specializing in Geomatics and GIS, including environmental studies, processing, analysis, and interpretation of satellite images, as well as planning analysis and engineering projects related to geospatial technology. Her expertise allows her to deliver large-scale projects with a high level of precision and accuracy.

Tibisay believes that maps are a powerful tool for communicating complex information and conveying important messages. Her ability to combine her technical expertise with her storytelling skills enables her to create compelling maps that effectively communicate her clients' messages.

EDUCATION

Geomatics Specialist

Universidad Nacional Experimental
 Politécnica de las Fuerzas Armadas

**Geographic Information Systems
 Specialty**

ESRI Academy

Satellite Professional Training

China Academy of Space Technology

BSc in Geography

Universidad Central de Venezuela

EXPERIENCE

QK Tenure **1 year**

Industry Tenure **19 years**

RELEVANT EXPERTISE

Geographic Information Systems (GIS)

Geomatics

Data Analysis

ESRI Platform

Pipeline Open Data Standard (PODS)

Gas Utility Infrastructures

Satellite Image Processing

Bilingual: English and Spanish

RELEVANT PROJECT EXPERIENCE

Bakersfield Municipal Service Review & Sphere of Influence Update

Senior Associate GIS Analyst

City of Bakersfield | Bakersfield, CA

Bakersfield General Plan Update

Senior Associate GIS Analyst

Rincon Consultants, Inc. | Bakersfield, CA

On-Call Planning Services

Senior Associate GIS Analyst

City of Lemoore | Lemoore, CA

On-Call Planning Services

Senior Associate GIS Analyst

City of Delano | Delano, CA

On-Call Planning Services

Senior Associate GIS Analyst

City of Selma | Selma, CA

On-Call GIS Support Services

Senior Associate GIS Analyst

City of Coalinga | Coalinga, CA

On-Call District Engineering Services

Senior Associate GIS Analyst

Goshen Community Services District | Visalia, CA



Ernie Escobedo
Branch Manager - Clovis
Role: Principal-in-Charge/Financial Analyst



Ernie strives to provide comprehensive financial services to his clients in a way that is easy for them to understand and have peace of mind for the duration of the project timeline.

As Branch Manager of our Clovis office, Ernie provides oversight of all services and projects provided from QK's Clovis location. With extensive financial experience working as a CFO for 17 years, Ernie excels at resolving complex business issues, managing projects and timelines, budgets, and variances. He has a long-standing relationship with the City of Fresno and is currently working with City of Fresno staff on several community park, roadway improvement, and land development projects.

EDUCATION

B.S. Accountancy
 California State University, Fresno

EXPERIENCE

QK Tenure **4 years**
Industry Tenure **20 years**

RELEVANT EXPERTISE

- Project Management
- Staff Development
- Budgeting & Financial Forecasting
- Financial Reporting & Analysis
- Acquisition Due Diligence
- Land Acquisition & Development

RELEVANT PROJECT EXPERIENCE

Municipal Service Review for Sphere of Influence Amendment and Annexation

Principal-in-Charge
 Madera Irrigation District | Madera, CA

Madera County Supervisorial Redistricting

Principal-in-Charge
 County of Madera | Madera, CA

Rate Study for Wastewater System

Financial Analyst
 Snelling Community Service District | Snelling, CA

Federal EDA Infrastructure Grant Application

Principal-in-Charge/ Project Manager
 City of Sanger | Sanger, CA

EDA Grant Funding Assistance for New Job Training and Work Readiness Center

Project Manager
 City of Fowler | Fowler, CA

North Lemoore Sewer Infrastructure & DCIP Application Assistance

Project Manager
 City of Lemoore | Lemoore, CA

Drinking Water Consolidation Project at West Campus

Project Manager
 Central Unified School District | Fresno, CA

Cost Proposal

Billing Rate Structure

See the Billing Rate Sheet on the following page.

Cost Proposal

The following is QK's cost proposal based on the Scope of Work presented herein, including the estimated hours and costs by task and function. Our proposed Not-to-Exceed Fee to complete the Greater Rio Mesa Area MSR/SOI Update is \$43,798 as shown in the following table.





QK Project Manager: Steve Brandt
QK Proposal No. P230266

Client Name: Madera LAFCO
Project Name: Rio Mesa MSR/SOI Update

Task Description	Personnel Hours (Labor Classification)							TOTAL LABOR	Mileage	TOTALS
	Assistant Project Manager	Senior Engineer	Principal Planner/Project Manager	Senior Associate Planner	Associate Planner	Senior GIS Analyst	Total Hours			
	Labor Rates	\$121	\$230	\$195	\$145	\$121	\$145		\$0.77	
Task 1.0 - Project Initiation Agency Contact Data Collection										
- Kick-off Meeting with LAFCO Staff			4.0	3.0				7.0	\$92.00	\$1,307.00
- Review Agencies' website for existing information			1.0	4.0				5.0	-	\$775.00
- Meet with Subject Agency Staff to request data			2.0	12.0	8.0			22.0	-	\$3,098.00
- Agencies response due to QK				2.0				2.0	-	\$290.00
Subtotals		0.0	0.0	7.0	21.0	8.0	0.0	36.0	\$92.00	\$5,470.00
Task 2.0 - Interpretation and Analysis										
- Organize and analyze collected data per CKH Act			2.0	8.0	24.0	16.0		50.0	-	\$6,774.00
- Agency follow-up and site visits			4.0	16.0	8.0			28.0	\$92.00	\$4,160.00
- Analyze collected data, request additional data as needed			4.0	4.0	24.0	8.0	2.0	42.0	-	\$6,438.00
Subtotals		0.0	4.0	10.0	48.0	40.0	18.0	120.0	\$92.00	\$17,372.00
Task 3.0 - Prepare Administrative Draft MSR/SOI Update										
- Prepare Administrative Draft MSR/SOI Update		6.0	8.0	32.0	16.0			62.0	-	\$8,862.00
- Review with LAFCO Staff			2.0	2.0				4.0	-	\$680.00
Subtotals		6.0	0.0	10.0	34.0	16.0	0.0	66.0	\$0.00	\$9,542.00
Task 4.0 - Present Public Review Draft MSR/SOI Update										
- Revise and prepare Public Review Draft MSR/SOI Update based on Staff comments		2.0	1.0	6.0	2.0			11.0	-	\$1,549.00
- Distribute to Subject Agencies for their review and comment		2.0			2.0			4.0	-	\$484.00
Subtotals		4.0	0.0	1.0	6.0	4.0	0.0	15.0	\$0.00	\$2,033.00
Task 5.0 - Review Comments Received Prepare Final Draft MSR/SOI Update										
- Meet with LAFCO staff			2.0	2.0				4.0	-	\$680.00
- Commission meeting to review Draft MSR/SOI Updates and comments received			6.0	6.0				12.0	\$277.00	\$2,317.00
- Review and incorporate comments and edits as appropriate				4.0	2.0			6.0	-	\$822.00
- Prepare Final Draft MSR/SOI Update based on Commission and Agency comments		4.0	2.0	8.0	4.0			18.0	-	\$2,518.00
Subtotals		4.0	0.0	10.0	20.0	6.0	0.0	40.0	\$277.00	\$6,337.00
Task 6.0 - Present Final Draft MSR/SOI Update at Hearing Deliver Final MSR/SOI Update										
- Present Final Draft MSR/SOI Update at Commission meeting		2.0	6.0	6.0				12.0	\$277.00	\$2,317.00
- Revise as needed and deliver Final MSR/SOI Update		2.0	1.0	2.0				5.0	-	\$727.00
Subtotals		2.0	0.0	7.0	8.0	0.0	0.0	17.0	\$277.00	\$3,044.00
TOTALS		16.0	4.0	45.0	137.0	74.0	18.0	294.0	\$738.00	\$43,060.00
										\$43,798.00

Notes:
1. Expenses for reproduction, mailing, mileage, etc. are billed separately per our attached Charge Rate Schedule.
2. All time-and-materials fees will be invoiced monthly based on the level of effort in terms of hours relative to our Charge Rate Schedule.
3. When a Task is set on a time-and-materials fee basis, it signifies that it is not possible to accurately predict the amount of work effort required typical of on-call type services. QK will work with the client to set expectations where applicable.
4. The Cost Proposal is good for a period of 90 days from the date of the proposal. After 90 days, the Cost Proposal is subject to change.



Billing Rate Sheet

Current

TECHNICAL SERVICES	
Project Administrator	\$100 hour
Assistant CADD Technician / Assistant CADD Designer / GIS Technician	\$96 hour
Associate CADD Technician / Associate CADD Designer / Associate GIS Analyst	\$112 hour
Senior Associate CADD Technician/ Senior Associate CADD Designer / Senior Associate GIS Analyst	\$122 hour
Senior CADD Technician / Senior CADD Designer / Senior GIS Analyst	\$145 hour
Landscape Architect Technician	\$112 hour
PROFESSIONAL SERVICES	
Engineering	
Assistant Engineer	\$118 hour
Associate Engineer	\$150 hour
Senior Associate Engineer	\$175 hour
Project Engineer	\$195 hour
Senior Engineer / City Engineer / District Engineer	\$230 hour
Principal Engineer	\$275 hour
Planning / Environmental / Landscape Architecture	
Assistant Environmental Scientist	\$88 hour
Assistant Planner	\$100 hour
Associate Planner / Associate Environmental Scientist	\$121 hour
Senior Associate Environmental Scientist	\$140 hour
Senior Associate Planner	\$145 hour
Senior Environmental Scientist	\$173 hour
Senior Planner / Senior Landscape Architect	\$173 hour
Principal Planner / Principal Environmental Scientist	\$195 hour
Senior Principal Planner / Senior Principal Environmental Scientist	\$215 hour
Construction and Project Management	
Field Construction Observer	\$130 hour
Senior Field Construction Observer	\$152 hour
Assistant Construction Manager / Assistant Project Manager	\$121 hour
Associate Project Manager	\$139 hour
Associate Construction Manager / Associate Field Construction Observer	\$142 hour
Project Manager	\$146 hour
Senior Associate Construction Manager / Senior Associate Project Manager	\$163 hour
Senior Project Manager	\$187 hour
Senior Construction Manager	\$190 hour
Principal Construction Manager / Principal Project Manager	\$210 hour
Surveying	
Assistant Surveyor	\$113 hour
Associate Surveyor	\$130 hour
Senior Associate Surveyor	\$160 hour
Project Surveyor	\$178 hour
Senior Surveyor	\$190 hour
One-Person Survey Crew	\$155 hour
Two-Person Survey Crew	\$250 hour
Three-Person Survey Crew	\$350 hour
UAV Pilot	\$178 hour
UAV Flight Observer	\$130 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	\$0.77 / mile
Other Expenses – Including Subconsultants & Purchased Services through Subcontracts	1.15 x Cost

Rates are effective through December 31, 2023. 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.

12/20/2022

References

Contact:	Chris Boyle Development Services Director
Organization:	City of Bakersfield
Contact Info:	(661) 326-3754
Contact:	Chuck Kinney Community Development Director
Organization:	Kings LAFCO
Contact Info:	(559) 852-2670
Contact:	Ben Giuliani Executive Officer
Organization:	Tulare LAFCO
Contact Info:	(559) 623-0450

