

RANCHOS AREA MUNICIPAL SERVICES REVIEW



7/23/2014

Report by Madera Local Agency
Formation Commission



This study was conducted in accordance with the requirements of the Cortese-Knox-Hertzberg Act of 2000 as well as adopted policies of the Madera Local Agency Formation Commission.

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Section 1 - Introduction

1.1 - Municipal Service Review Purpose

A Municipal Service Review (MSR) is a comprehensive assessment of the ability of existing local government agencies to effectively and efficiently provide municipal services to residents. The form and content of an MSR is specified by requirements in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) and in the State of California's Local Agency Formation Commission MSR Guidelines, published in August 2003.

The CKH Act requires all LAFCos, including Madera LAFCo, to prepare an MSR for each of its incorporated cities and its special districts. The fundamental role of LAFCo is to implement the CKH Act, which was adopted into State Law to encourage the logical, efficient, and most appropriate formation of local municipalities' service areas, and special districts. MSRs are to be completed every five years, and must be completed prior to, or in conjunction with, an update of a city or special district Sphere of Influence (SOL) or before LAFCo initiates any reorganization of the boundaries of a special district.

This MSR was initiated by Madera Local Agency Formation Commission (Madera LAFCo) in October of 2012, and is intended to provide Madera LAFCo with all necessary and relevant information related to the operations and management of the municipal service providers within the unincorporated community known as "The Ranchos" in southeastern Madera County. Madera LAFCo desires to define a "roadmap" to implement long range goals making the local providers municipal service in the Ranchos area more effective.

1.2 - Summary of Issues

The Ranchos is a community located in southeastern Madera County which consists of the Madera Ranchos and Bonadelle Ranchos developments as well as the Continental Estates development. The Ranchos Study Area is generally between the Avenue 10 ½ and Avenue 19 alignments and between Roads 34 and 39. (See Figure 1-1). According to the Census Bureau as of January 2010, Madera County had a population of 152,925.

This population is expected to increase over the next 40 years according to the California Department of Finance to approximately 278,011, an 82% increase. Much of this growth is anticipated to take place in the southeastern portion of the County as the greater Fresno urban area expands. The Ranchos are a middle-income community with a 2010 Census Bureau population of approximately 8,600 people and is located in the center of this area of growth.

The Ranchos were established late in the overall history of Madera County. The area's history mimicked the stories of the growth and development of many California cities. The arrival of the railroad, in the valley in 1879 brought new industrial opportunities and a flow of settlers. After years of dry land farming and significant droughts, advancements in irrigation allowed for the establishment of permanent crops, and growth and development in the area increased steadily.

While Madera County was established in 1893, the City of Madera had been bustling for some time before then. It was not until 1958 that movie stars Jack Haley (famous for "The Wizard of Oz") and Jackie Gleason filed a subdivision in the wheat fields of southeastern Madera County and called it the Madera Ranchos. These movie stars wanted to develop the Madera Ranchos into a "Palm Springs North" that would be a playground for the rich and famous. This plan never materialized. About that same time developer/rancher John Bonadelle began to make plans to subdivide his ranch into 5-10 acre parcels and sell them to middle class homebuyers.

Development picked up and a housing boom started after improvements were made to Avenues 12 and 15 and State Route 41 (making the commute to Fresno and Madera easier) and the development of some commercial uses along Avenue 12.

1.3- Scope of this MSR

This MSR covers two maintenance districts, (MD 10 and 95) and the one zone of benefit which provides water service within MD10 (MD 10A). In addition, it discusses existing services provided in the area by other entities, such as Madera County (Figure 1-1). Lastly, the MSR covers the possibility of surrounding areas being included in any future expansion or creation of a new district. The County has received applications for development entitlements in the immediate area (Liberty Groves Project).

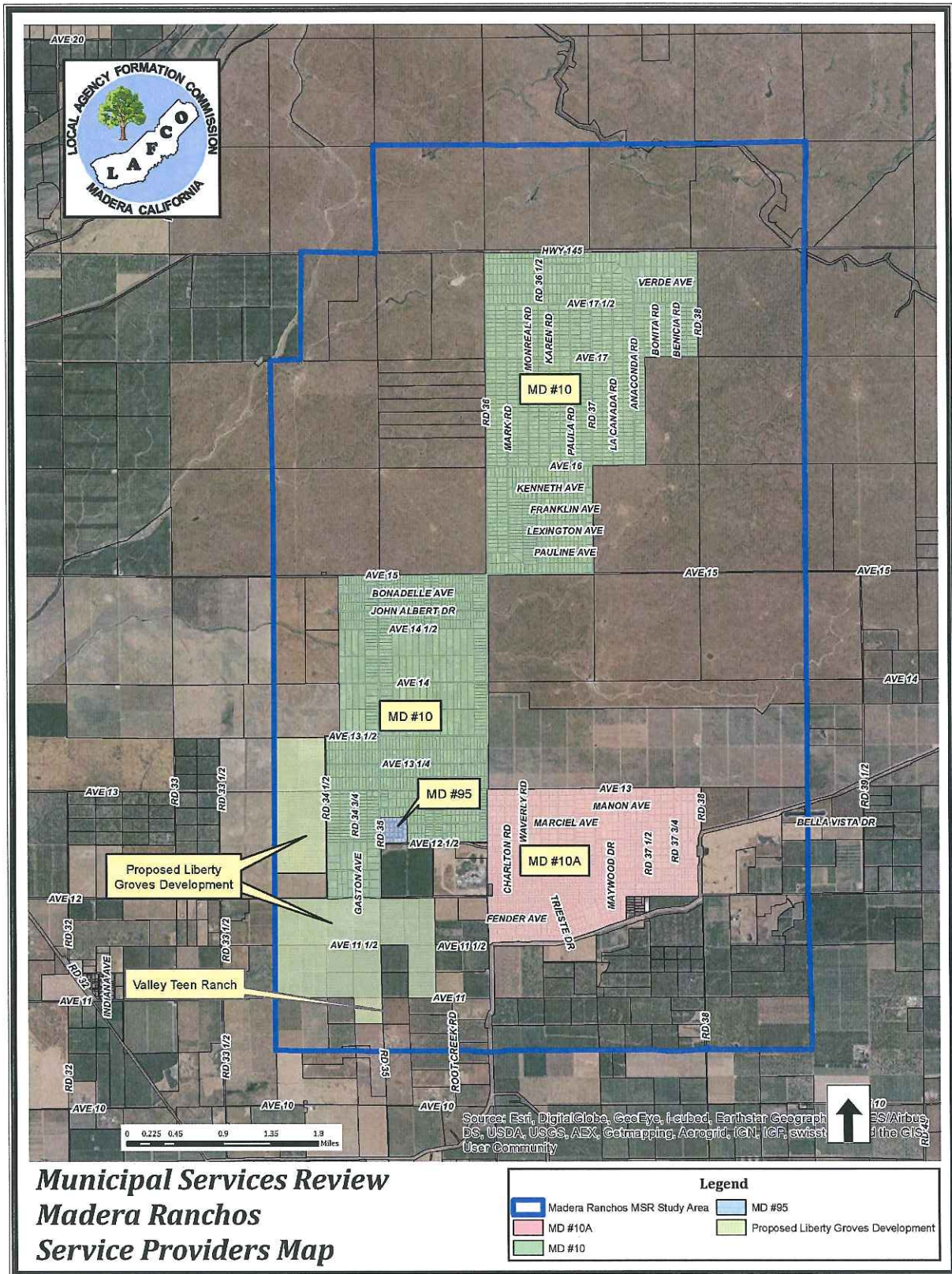


Figure 1-1 - Existing Service Providers

The existing districts within the community are very limited in their range of permitted services under State Law. As such, it would not be feasible to add significant municipal services to the responsibilities of the existing districts in their current configuration. Therefore, the MSR will focus mainly on the services identified by the advisory committee and the community survey as being the most important to the community (i.e. water, sewer, road maintenances, police and fire protection services) and will attempt to determine what, if any demand there may be before future expansion of services.

1.4 - MSR Preparation, Review and Adoption Process

The process of developing the MSR began with the collection of planning and budgetary documents and other records related to the provision of municipal services of each service provider within the Ranchos area. These documents were presented to the community in a series of public meetings with the appointed advisory committee to discuss the current status of service delivery.

A citizen survey of all local property owners was conducted to gauge opinion on services and issues. That survey is attached to this MSR (Appendix B).

Staff has worked with a representative citizen's advisory committee to develop a draft Municipal Service review. Staff will then present the draft document in a public workshop with both the Community and the Madera Local Agency Formation Commission (LAFCO). Public participation is described within Section 5.

Following the workshop, the Final MSR will be presented to the Madera LAFCO for adoption.

1.5 - Required Topic Areas of Analysis

The MSR contains an analysis and conclusions, referred to as determinations, regarding five topic areas as set forth in the CKH Act. These areas of analysis focus on the essential operational and management aspects of each service provider, and together constitute a complete review of the ability of the providers to meet the service demands of the residents and businesses within the Ranchos area.

1. Growth and Population Projections

Service efficiency is linked to a service provider's ability to plan for future need while meeting existing service demands. A service provider must meet current customer needs, and also be able to determine where future demand may occur. This section will review demand projections and service needs based upon existing and anticipated growth patterns and population projections.

2. Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs or Deficiencies

Infrastructure can be evaluated in terms of condition, capacity, availability, quality and relationship to operational, capital improvement and finance planning. This section assesses the adequacy and quality of the service providers' physical infrastructure, and analyzes whether or not sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

3. Financial Ability to Provide Services

This section will analyze the financial structure and health of the district with respect to the provision of services. Included in this analysis will be the consideration of rates, service operations, and the like, as well as other factors affecting the district's financial health and stability, including factors affecting the financing of

needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed.

4. Status of, and Opportunities for, Shared Facilities

Practices and opportunities that may help to reduce or eliminate unnecessary costs will be examined in this section. Occurrences of facilities sharing are listed and assessed for efficiency, and potential sharing opportunities, so as to better deliver services, are also examined in this section.

5. Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

This section will address the adequacy and appropriateness of the district's existing boundaries and spheres of influence, and evaluates the ability of the district to meet their service demands under their existing government structure. Also included in this section will be an evaluation of compliance by the district with public meeting and records laws.

In this MSR, Growth and Population Projections are covered in Chapter 2. The other topic areas will be covered in Chapters 3, 4 and 5, and are organized by service type (i.e. water, roads) and public participation. Final determinations and recommendations will be made in Chapter 6.

1.6 - Assumptions Regarding Local Agency Structure

Every unincorporated community provides municipal services a little differently. There are different types of special districts that are each allowed to provide a different mix of services. (See Table 1-1 for examples.) Some communities have only one special district and some have many. Sometimes the districts overlap each other. The way districts were set up years ago may not be the best or preferred way for today or the future. Madera LAFCo begins this analysis with a number of assumptions that are based on the preamble of the CKH Act that contains a number of legislative findings and declarations that serve as a general guide for LAFCOs and their purpose for being. The first and main declaration is that:

It is the policy of the state to encourage orderly growth and development, which are essential to the social and economic well-being of the state.

The legislature goes on to make further declarations in CKH Section 56001 about how the determination of orderly local government boundaries is important to orderly growth and development. The legislature also makes the following declarations in Section 56001. This is an appropriate place to begin the discussion of service provision in the Ranchos area:

The Legislature finds and declares that a single multipurpose governmental agency is accountable for community service needs and financial resources and, therefore, may be the best mechanism for establishing community service priorities especially in urban areas.

Nonetheless, the Legislature recognizes the critical role of many limited purpose agencies, especially in rural communities.

The legislature also finds that, whether governmental services are proposed to be provided by a single-purpose agency, several agencies, or a multipurpose agency, responsibility should be given to the agency or agencies that can best provide government services.

The main issue to be addressed in this MSR is to determine what organization of local government structures and service providers can best encourage orderly growth and development and can best provide municipal services. Once that is determined by LAFCo, then questions of Sphere of Influence (SOI) and boundary change recommendations can be answered.

1.7 - LAFCo Powers

LAFCo has the power to determine the SOI for each of the existing district. A Sphere of Influence is a plan for the probable physical boundaries and service area of a local agency. It is represented by a boundary line on a map. The boundary line shows the territory that is expected to eventually be within the district's boundary, as determined by LAFCo. It is by this method that LAFCo makes policy statements about its intent for the future probable boundaries of a district. If LAFCo chooses to not adopt an SOI for a district, meaning that it chooses to adopt a "zero" sphere, then it is making the policy statement that its plan is for that district to eventually be consolidated into another district. The preparation of an MSR is required prior to an amendment of a district's SOI.

Maintenance Districts are not considered districts or special districts under CKH Section 56036 and LAFCo traditionally does not determine a Sphere of Influence for them. However, Madera County has historically utilized Maintenance Districts to provide a range of municipal services including not only road maintenance but also sewer, water and recreation services. As such, these districts are the focus of this MSR to allow LAFCo to make determinations regarding their provisions of service in the Ranchos.

After the MSR is complete, and any Spheres of Influence have been modified, Madera LAFCo has the power to initiate changes of organization to reorganize and/or consolidate any affected districts identified in the MSR. However, final approval of any change to district boundaries rests with the registered voters within the affected area being reorganized. If 50% or more of the registered voters provide LAFCo with a written protest of the reorganization, then it fails to be adopted. If less than 25% of registered voters provide a written protest to LAFCo, the LAFCo's approval of the reorganization would stand. If between 25% and 50% of the registered voters provide a written protest, the reorganization would then have an election of all the voters within the affected territory. Since the final determination of a reorganization or formation of a district rests with the people in the area, LAFCo will likely want to see evidence that the people support any change before LAFCo approves it, and may want the citizens living within the districts to take the lead in proposing specific changes.

1.8 - Key Considerations and Goals

The MSR will use the following goals to evaluate the potential government structure options for the Ranchos.

1. Efficient provision of municipal services.

The ultimate goal of the preferred governance structure should be an efficient operating structure and stable fiscal basis required to effectively provide municipal services to the Rancho's area.

2. Adequate revenue sources.

The ability to provide municipal services at adequate levels hinges upon stable revenue streams linked to the services for which the revenues are being collected.

3. Proactive approach to governance structure.

Government agency reorganization proposals (e.g., municipal incorporations, major annexations, etc.) are necessarily complex procedures requiring substantial effort on the part of proponents, LAFCo and the affected agencies. These reorganizations are often more complex when contemplated on a reactive basis rather than a proactive basis. An understanding of a long range approach to reorganization will assist in evaluating specific proposals to determine if they will bring the community closer to the desired end result.

4. Avoidance of intergovernmental conflicts, competition, or issues.

Conflicts between local jurisdictions over control and other impacts across jurisdictions and competition for resources (e.g., fiscal revenue generators) often consume resources and weaken incentives to cooperate on important regional issues like transit services, water quantity and quality, air quality, and habitat conservation.

5. Local preference.

There is often more than one feasible government structure that can potentially provide local municipal services. The residents and businesses of the community must have the opportunity to participate in choosing the method, especially since a governmental structure change will likely require some sort of election process for it to be implemented.

1.9 - Services Comparison

The services that state law allows each special district to provide vary by district type. Some districts are only allowed to provide a very narrow range of services, while others can provide a wide range of services. The two major alternatives to the existing system of Maintenance Districts are the County Service Area (CSA) or the Community Service Districts (CSD). The difference between the two is that the CSA is governed by the County's Board of Supervisors whereas a CSD is governed by locally elected resident voters. Table 1-1 illustrates the services that each special district in the Ranchos can provide. For information and comparison purposes, the matrix also includes the services that can be provided by a (CSA) or a (CSD).

The matrix in Table 1-1 specifies the services that are being provided now, or which could be in the future.

Provides – means that the district is authorized by LAFCo and state law to provide the service and that the service is currently being provided. These services may continue to be provided by the district at their discretion.

Authorized – means that the district is authorized by LAFCo and state law to provide the service, but this service is not currently being provided by the district. The district has the authorization it needs from the state and LAFCo to begin providing these services at their discretion.

Latent – means that the district is authorized by state law to provide the service, but is first required to gain LAFCo approval before it may begin providing the service. The process to gain LAFCo approval is described in CKH Section 56824.10 et seq. It is similar to an annexation process, requiring an initiating resolution from the district, followed by LAFCo approval after a public hearing.

Available – is used to describe the services that a community services district can provide. If a community services district were to be formed, those services would become latent unless LAFCo authorizes them.

A blank box – this means that state law does not allow that type of special district to provide that service. These services, if needed, would have to be provided directly by Madera County or by another overlapping special district that is authorized to provide the service.

Table 1-1 - Current, Authorized and Latent Powers Matrix

Municipal Service	Potential Future County Service Area	MD 10	MD 10A	MD 95	Potential Future Community Service District
Water supply	Available	Available	Provides	Provides	Available
Water distribution	Available	Available	Provides	Provides	Available
Sewer collection & disposal	Available	Available	Available	Available	Available
Storm drainage	Available	Available	Available	Available	Available
Street maintenance	Available	Provides	Provides	Provides	Available
Street lighting	Available	Available	Available	Available	Available
Street sweeping	Available	Available	Available	Available	Available
Street landscaping	Available	Available	Available	Available	Available
Street / Road construction	Available	Available	Available	Available	Available
Flood control	Available	Available	Available	Available	Available
Solid waste collection, transfer & disposal	Available				Available
Fire protection	Available				Available
Police Protection	Available				Available
Ambulance service	Available				Available
Emergency medical service	Available				Available
Heat and power	Available				Available
Undergrounding of overhead electrical & communication facilities	Available				Available
Parks / recreation	Available				Available
Community facilities	Available				Available
Vector & pest control	Available				Available
Funding for land use planning	Available				Available
Funding for a municipal advisory council	Available				Available
Graffiti abatement	Available				Available
Weed & rubbish abatement	Available				Available
Soil conservation	Available				Available
Animal control	Available				Available
Transportation	Available				Available
Cemeteries	Available				Available
Airports	Available				Available
Open space habitat conservation	Available				Available

Section 2 - Growth and Population Projections

The purpose of this section is to evaluate service demand based on existing and anticipated growth patterns and population projections. The MSR Guidelines call for LAFCo to determine historic and projected growth and absorption patterns in relationship to a service provider's boundaries and SOI. In addition, LAFCo is tasked with evaluating the impact and compatibility of such growth on and with land use plans, services, local government structures and growth patterns.

2.1 - History of Madera Ranchos

The Community of the Ranchos is comprised of three geographically distinct areas, commonly referred to as Bonadelle North (adjacent to SR 145) and Madera Ranchos (along Avenue 12) and Bonadelle South which lies between the other two areas. Technically, the community was established by Madera County's approval of 15 individual subdivisions which began in the mid 1950's. In order to provide road maintenance service to the area, MD10 and MD95 were formed in 1964 and 1995 respectively. A portion of MD10 as well as a small subdivision

known as Continental Estates (MD 95) also provide water services in the Ranchos. The Ranchos community is located midway in between the City of Madera and the county’s new growth area known as Rio Mesa.

Although the Community has only a limited amount of commercial and no industrial development, it sits on both sides of Avenue 12 which currently acts as a de facto connection between SR 41 and SR 99 and is central to significant new growth areas such as the Metropolitan Area of Fresno, Madera and Rio Mesa.

2.2 - Planning and Growth Projections

The only recent County planning document which specifically addresses the Ranchos is the Madera Ranchos Avenue 12 “Enhancement Plan”, dated October 2010. This document was a design plan crafted thru the cooperative efforts of the County Planning Department, Cal Poly’s City and Regional Department, RBF Consulting and the Citizens of the greater Ranchos Community. This document considers alternatives for the realignment of Avenue 12 and the redesign of the existing commercial area as a more pedestrian friendly community base area with a rural character. This document was acknowledged by the Board of Supervisors as presented. As such, the only officially “adopted” land use plan for the Community is the 1995 General Plan (see Figure 2-1).

Most of the developed portion of the area is designated as Rural Residential (2 acre minimum lot size). However, there are a range of other zoning designations that were established in conjunction with the various subdivisions. The most common alternative zoning designation is RRS (Rural, Residential, Single Family District) with a minimum lot size of one acre. These smaller one acre parcels are not generally associated with rural development because they are not compatible with the joint use of both septic tanks and private wells.

The areas designated agricultural allow for very limited development that would more than likely be served by private wells and individual septic systems. However, the areas currently designated agriculture are subject to growth pressures as evidenced by the proposed development of the Liberty Groves Subdivision in the southwest portion of the study area.

The U S Census Bureau established the Ranchos Area as a Census Designated Place (CDP) for the 1980 Census and it has remained unchanged since then. The area within the Ranchos CDP is shown in Figure 2-1. The population was recorded at 3,272 in 1980. In 1990, the population rose to 5,705. It continued to grow, being 7,300 in 2000 and 8,569 in 2010. The data in Table 2-1 was taken from the U.S. Census Bureau.

Table 2-1 - Ranchos Area Growth Statistics (United States Census Bureau)

Census Bureau Year	Madera CDP Population
1980	3,272
1990	5,705
2000	7,300
2010	8,569

Subdivision of the Ranchos started in the mid 50’s and the last significant subdivision approved in the area occurred in 1997. Since then building activity has occurred on infill lots. There are a total of 3,515 lots in the area and only 571, or approximately 16.2%, remain undeveloped. However, recent concern over water quality and quantity has seemed to slow the development of the remaining lots (Figure 2-1). If all the existing subdivided land were to be developed at 100% of its permitted density, the community could accommodate approximately an additional 3,500 people (based on an average of 3.2 persons per dwelling multiplied 571 undeveloped parcels with 2 dwellings per parcel).

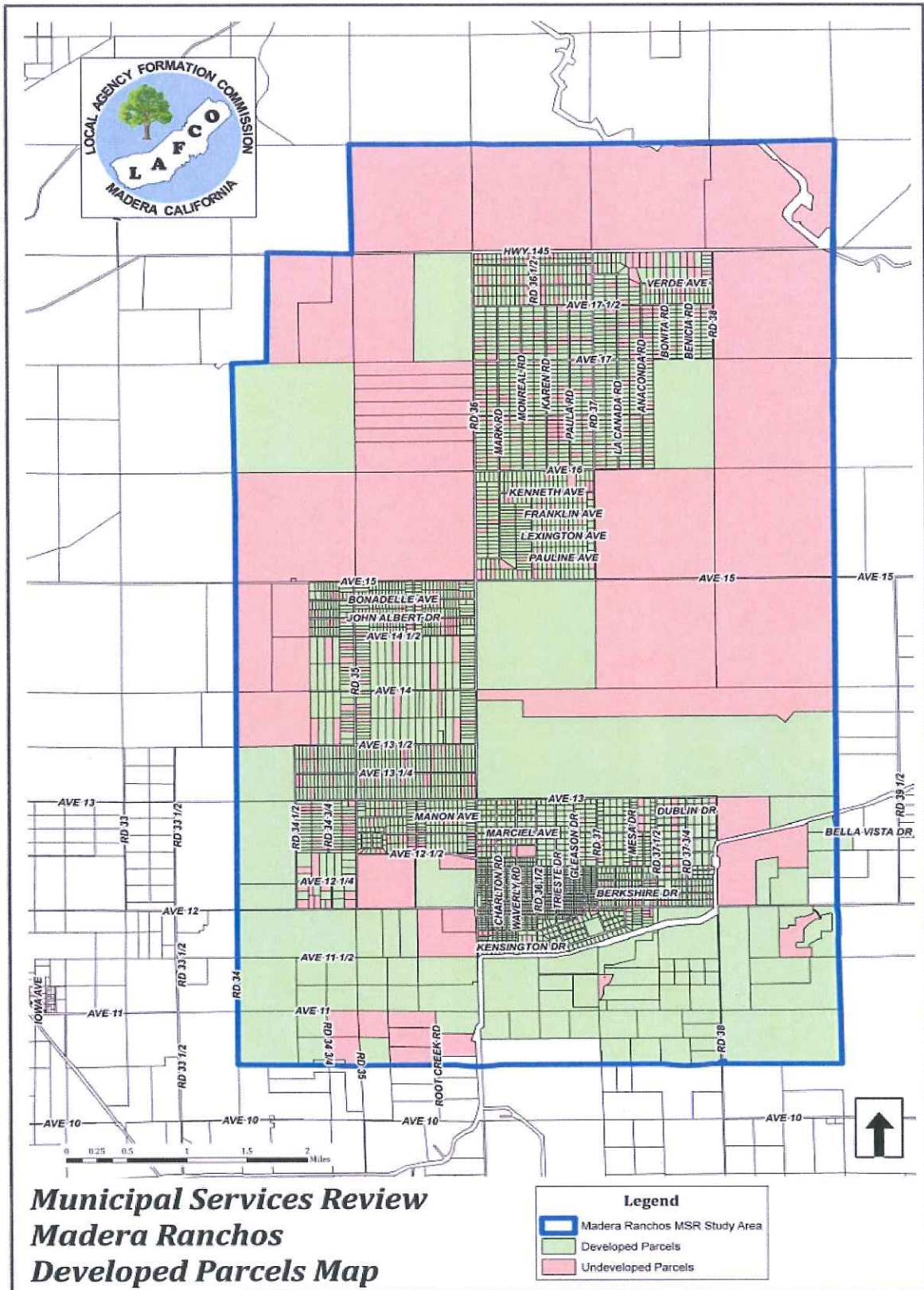


Figure 2-1 - Developed Parcels within the Ranchos Area

The County is currently evaluating its first new development in the area in the last 18 years. This project known as Liberty Groves would cover 1,320 acres and accommodate 7,012 dwelling units and a population of 20,526 at a density that typically requires both community water and sewer service. The project is located adjacent to the existing Madera Ranchos in the southwest portion of the Ranchos community.

2.3 - Anticipated Service Needs

The Ranchos community, like all Madera County communities, requires many typical services, such as water service, police and fire protection, recreation services, road maintenance, schools, communication infrastructure, solid waste collection, while the potential need for sewer service and storm water drainage are emerging. Two acre parcels are typically large enough to support a private well and an individual septic system.

However, the smaller urban-sized lots in the community will likely require additional shared community systems. Sewer systems and additional water service extensions represent a significant challenge to the future growth in the community. Through numerous advisory committee meetings and the conclusion of a community survey, the community needs have been identified and prioritized.

2.4 - Summary of Existing Service Providers

As illustrated in Table 2-2, services are provided by a number of public and private providers. Except for the school district, the local community does not have the power to directly elect a board of directors to serve their community in any of these entities.

There are in excess of 100 Maintenance Districts and County Service Areas located throughout all of Madera County. They were formed for the purpose of providing water, sewer, and/or road maintenance services at a time when piecemeal organization of service districts was considered acceptable. The Board of Supervisors acts as the Board of directors for and on behalf of property owners in the district. The County Road Department oversees districts providing road maintenance. The Special Districts Division within the County Engineering Department oversees the daily operations of sewer and water districts.

The Special Districts Division has approximately 20 employees working throughout the County to maintain approximately 30 water systems and 15 sewer systems. Districts vary in size from as few as 6 connections to nearly 1,000 connections.

Table 2-2 - Existing Service Providers

Municipal Service	Provider(s)	Notes
Water supply and distribution	MD 10A, MD 95	With the exception of MD 10A and Continental Estates, the Madera Ranchos predominantly utilizes private wells
Sewer collection & disposal	None	Issue under study and/or consideration in MD 10A area
Storm drainage	None	
Street maintenance (excluding State highways)	MD 10, MD 95	
Street lighting	None	
Street sweeping	None	
Street landscaping	None	
Street construction	County, MD 10	
Flood control	None	
Solid Waste collection, transfer, and disposal	Red Rock Environmental Group	
Fire protection	Cal Fire	Station #19 at 35141 Bonadelle Dr. is under contract with the County to provide services
Police protection	County	The Madera Ranchos is covered by Beat 3A that covers approximately 31.42 square miles that is patrolled by the Sheriff's Office.
Ambulance service	Pistoresi, Fresno Emergency Services	Private business or non-profit organizations.
Emergency medical service	Community Hospital of Fresno, Children's Hospital	
Heat and power	PG&E	Propane, Electricity
Undergrounding of overhead electrical & communication facilities	PG&E	
Parks / recreation	None	Potential for some recreational assets to be developed in the area
Community facilities	Private non-profits	Senior Center
Telephone / telecommunications	Pac Bell	
TV translator stations	Cable Television	Various private providers (At&t and Comcast)
Vector & pest control	Mosquito Abatement and Vector Control District	
Funding for land use planning	County	General Plan 1995
Funding for a municipal advisory council	MD 10A	There is a citizen's advisory committee for MD 10A
Graffiti abatement	None	
Weed & rubbish abatement	None	Property owners are required to abate weeds and maintain property in accordance with local regulations.
Soil conservation	None	
Animal control	County	
Public Transportation	Madera County Transportation Commission	Fixed Intercity Route and Demand / Response Service
Cemeteries	Madera Cemetery District	Entire Ranchos area is within the district.
Airports	None	Nearest Municipal – Madera Nearest Commercial – Fresno International
Open space habitat conservation	None	
Public Schools	Golden Valley Unified School District	Golden Valley Unified School District
Community College	State Center Community College District	

Section 3-Water Service

Water service within the area is provided by Maintenance District 10A (MD 10A) and Maintenance District 95 – Ranchos West (MD 95). Both of these districts provide domestic water service to properties within the Ranchos. Otherwise, properties within the Ranchos area are served by private wells.

This section will look at those districts current operations and possible restructuring of those districts to increase efficiency and also provide for future governance possibilities in the event the residents request additional connections or the creation of a new district that incorporates other areas of the Ranchos.

3.1 – Existing Facilities and Assets

Besides individual wells, water service within the Ranchos is very limited. The number of water connections that currently serve individual properties, 946 connections in MD 10A and 26 connections in MD 95, only makes up about 27.7 percent of all the lots within the Ranchos.

Management of MD-10A was taken over in 1996 by Madera County at the request of the property owners and the State. The district currently owns 5 permitted wells (4 operational) and has a proposed 1.5 million gallon water tank (approved in January 2014 by the Planning Commission). The new Kensington Well replaced the Sparta and Fernwood Wells and a new Dublin Well will be installed in the near future. Both wells will likely exceed past historic production. The district generates about 1,600 gallons per minutes (gpm) capacity with the four active wells and covers 1,347 lots on approximately 1,363 acres. As of the September 2009 report, there were about 905 residential service connections and 41 commercial connections.

MD 95 was formed on June 20, 1995 by Resolution No. 95-157 and provides water service to a small residential development, known as Continental Estates. The district facilities consist of two wells, producing approximately 120 gpm. In addition, the district has a 140,000 gallon water storage tank with booster pumps and water distribution mains.

3.2 – Plan for Future Services

MD 10A only services about 70 to 75 percent of the existing parcels within its service area. The construction of additional wells and proposed water storage tank would provide a more reliable source to service the parcels within the existing district area. In addition, the district has discussed the possibility of expanding connections to residents within the immediate area adjacent to the district infrastructure. Further enhancement to the system would likely be needed in addition to expansion of conveyance infrastructure to potential customers.

Within the Ranchos MSR study area is the Valley Teen Ranch (VTR), which is a residential treatment group home for children and youth up to the age of 18. The existing well on the site of VTR has poor water quality (high level of arsenic) and recently has been experiencing severe draw down during pumping and is sucking sand. In order to address this issue, VTR in conjunction with County MD-10A have submitted a grant proposal to the California Department of Public Health (CDPH) for a project that would connect and consolidate the VTR with MD-10A.

The project would involve the construction of a new potable water well, pneumatic tank and booster pumps on the VTR property located on Avenue 11 east of Road 35. A parcel would be created for the well and that parcel would be acquired by County MD-10A. This well would then be connected into the water system of MD -10A through a series of pipelines that would extend approximately 1.5 miles. VTR would then be annexed into County MD-10A and would become a paying customer. This new well, which is anticipated to generate 200-300 gpm, would solve the water quality issue for VTR and will also provide an additional source of water for MD-10A.

The project will also include a number of upgrades to the existing MD-10A pipelines in order to allow for the connection of VTR to MD-10A. The existing well and on-site water system on the VTR would be maintained to provide for irrigation and non-potable uses. While this project stands to improve the water quality and quantity situation, it is subject to the approval of the grant proposal which has been submitted to the California Department of Public Health.

MD 95 currently serves 26 of the 29 lots within the Continental Estates Subdivision. The system was designed to serve only the subdivision and is in need of improvements to meet the current need of its customers. Significant improvements would be needed in order to expand the system to other residents in the adjacent and surrounding areas. However, the district could benefit from a larger economy of scale from new customers as well as supplemental support from new wells in other areas.

The proposed Liberty Groves development may also present possibilities for future expansion of service. It is unclear at this point as the project has not been through any sort of public review or final approval. But, if the project were to come to fruition, it could potentially provide infrastructure in the immediate area of MD 95 and surrounding parcels. However, the project is subject to the approval of the County and cannot currently be relied upon as a potential source of future water service within this MSR.

Moreover, the current groundwater conditions within the Ranchos where the water table is dropping in some areas as much as five feet per year, according to the Integrated Regional Water Management Plan prepared by the Madera County Engineering Department, has caused many individual wells to fail. The drilling of a new well is a financial burden for some residents and there is no guarantee that the well would be sustainable. Therefore, it may be more of a possibility that residents in the next five to 10 years may be requesting to connect to these districts in order to alleviate their own costs.

3.3 – Financial Ability to Provide Services

MD 10A has water rates that were established on October 12, 2010 by Resolution 2010-240 and are based on a flat rate structure with an annual Consumers Price Index adjustment. The residential rates are \$158.50 (\$133 O&M and \$25.50 Accumulated Capital Outlay) per quarter or \$30.50 (\$5 for standby and \$25.50 ACO). The Commercial rates are divided into metered and non-metered rates. The non-metered rates are \$138.50 (\$113.00 O&M \$25.50 ACO). The metered rates are the same base rate for 0 to 5,000 cubic feet, then an additional \$4 per 1,000 cubic feet to 10,000 cubic feet and \$8 per 1,000 cubic feet above 10,000 cubic feet. New commercial connections are billed at the metered rate.

MD 10A's 2013-2014 adopted budget utilizes the remaining trust fund balances for the construction of the new infrastructure (new well and water tank) which is estimated between \$2.5 and \$3 million. The fact that the district has been able to assemble a reserve amount of about \$700,000 speaks to financial stability within the district. However, by using the reserves for these capital improvements, limited funds are available in case of an emergency. But, the district should be able to revert back to their past practices, due to their decent size and economy of scale, in future years and rebuild their reserves through the funds collected by the ACO. In addition, by billing at metered rates for new connections, it allows for the district to recoup the appropriate costs for water as well as operation and maintenance of district assets.

In contrast, MD 95 is billed quarterly on a flat rate basis. The quarterly rates were last set in 2005 at \$250 for improved parcels and \$45 for standby parcels. With there being only 26 parcels currently being served out of a possible 29, the economy of scale for the district is much smaller. In addition, the billing structure does not preserve conservation and could result in overuse of the equipment.

In any event, the current financial structure of MD 95 does not allow for the accumulation of reserves and allows for minimum expenditures related only to ongoing operation and maintenance. If there were any repairs or additional construction needed, the financial structure set does not allow any flexibility for these improvements to be completed without some sort of special assessment, which must be approved by the residents in accordance with Proposition 218. Therefore, the financial viability of the district is questionable considering the improvements needed to the existing system, increasing utility rates, and the possibility of the wells needing to be deepened as a result of the declining water table.

The 2013-2014 adopted budgets for both districts are attached to this MSR as Appendix A.

3.4 – Facilities and Opportunities for Shared Facilities

Both MD 10A and MD 95 already utilize the same staff for their ongoing operation and maintenance as both are dependent districts of the County of Madera. The County Engineering Department oversees day to day operations of both entities.

3.5 – Opportunities for Rate Restructuring

Both districts utilize a flat rate structure for the majority of their service connections. Only MD 10A has revised some of their fees to included metered water rates for only new, incoming commercial connections. All residential connections for both entities are billed at a flat rate for usage (standby rates are also flat fees). Revising the fee structure to a metered rate for both districts would be amenable in order to achieve cost recovery and to promote conservation of water. Due to the critical water situation in the area, a tiered, metered rate would promote some conservation in the area and could decrease some of the decline in the groundwater basin.

3.6 – Governance

MD 10A and MD 95, as dependant districts, are governed by the Madera County Board of Supervisors acting as the Board of Directors of each district as outlined in State Law. The County Engineer operates and maintains the system, and provides the Board with recommended budgets and accounting reports. Based on self-reported information, it appears that the District, with aid of the County Auditor's Office, maintains its financial and other records and conducts its required meetings in compliance with applicable laws governing public agencies.

Section 4- Road Maintenance Service

Maintenance District 10 (MD 10) was formed on April 14, 1964 by Resolution No. 64-144 and is approximately 5,355 acres in size. When the district was formed there was no direct assessment set for road maintenance. This district is pre-Prop 13 and receives a portion of property tax to assist in road maintenance. These roads are minor rural County roads which are included in the County's maintained road system.

4.1 – Existing Facilities and Assets

MD 10 has approximately 79.91 miles of paved roads within the district boundaries. The district consists of 3,338 total parcels and encompasses all the subdivisions within the Ranchos study area. The district controls the paved roads as well as the shoulder areas which are used for drainage purposes primarily. However, there are not any additional facilities which the district controls.

The equipment utilized by the district belongs to the Madera County Roads Department and the district pays a pro-rated share of maintenance and operation of the equipment.

4.2 – Plan for Future Services

The district was established as mechanism for financing road maintenance within the Ranchos community. There are not any plans to expand the services of the district as it encompasses all of the Ranchos.

Any development that were to occur in the immediate or adjacent areas to the Ranchos would likely be required to annex to the district and establish a zone of benefit for an additional assessment for road maintenance.

4.3 – Financial Ability to Provide Services

MD 10 is financing through a percentage of the one percent property tax allocation collected. As assessed values fluctuate, the budget for the district either increases or decreases. As such, there are no additional assessments collected from properties for additional road maintenance.

The district maintains the roads within the district boundaries at approximately a rate of less than three miles per year, based off construction estimates for minimal maintenance (overlays only). At this rate, the entire network of roads would be repaired over a period of about 26 years. The current lifespan of a roadway is now considered to be about 20 years. The district's road lifespan is probably considerably less since the district roads were established in the 1960s and developed at a lower construction or structural standard. Therefore, the roads deteriorate at an above average rate that requires additional maintenance annually. Given the current financial structure of the district, it would appear that the district is able to provide a minimal level of service that is acceptable. However, this level of service is well below what industry standards would normally allow, which is a direct result of the limited funding generated by the property tax allocation.

District Staff has also supplemented the district budget using road funds collected on an annual basis. The dedication of these funds varies on a year to year basis and therefore cannot be relied on for consistent maintenance of the area. But, in some years, additional maintenance and construction projects may be conducted using both funding sources.

4.4 – Facilities and Opportunities for Shared Facilities

The main assets for this district are the roads themselves. It is obviously not possible to share roads. However, the maintenance equipment, County staff, materials, storage yards, and budgeting and accounting procedures have already been coordinated into a combined system through various departments such as the Road Department and Auditor-Controller's Office.

4.5 – Opportunities for Rate Restructuring

Presently, the residents within MD 10 do not pay assessments for road maintenance. The financing of the district is done an allocation of the property tax collected throughout the County. This method of financing was negotiated with the County of Madera when the district was originally created in 1964.

This method of financing is subject to the ups and down of the economy and therefore increases and decreases as the market changes. The residents could decide to pass an assessment in addition to their property tax in order to finance additional maintenance of their roadways. However, this assessment would be subject to Proposition 218 and must pass a two-thirds approval. In order to double the amount of maintenance the residents currently receive, it is estimated that a minimum assessment of about \$130 annually would be required.

4.6 – Governance

MD 10, as a dependant district, is governed by the Madera County Board of Supervisors acting as the Board of Directors of each district as outlined in State Law. The County's Road Commissioner operates and maintains the system, and provides the Board with recommended budgets and accounting reports. Based on self-reported information, it appears that the District, with aid of the County Auditor's Office, maintains its financial and other records and conducts its required meetings in compliance with applicable laws governing public agencies.

Section 5-Public Participation

Since the initiation of this MSR, it has been the goal of the Madera LAFCO Staff to provide multiple opportunities for public input and participation. This section provides a summary of those interactions.

5.1 – Community Survey

Staff, with the aid of the Community Advisory Committee (Committee,) created a survey to solicit opinions and how the community feels regarding various service related issues. These issues included what the community perceived as the biggest issues, opinions of existing levels of service, and potential for additional assessments. Those results are shown in Appendix B. The survey was completed by approximately 370 residents, or about 10.7% of the community.

The most valuable information gathered through the survey were the perceived important issues facing the community. In Table 5-1, the results clearly show that water was the highest priority, with an average ranking of 1.92 (out of 10). The lowest ranking priority for the community was curb, gutters and sidewalks with a ranking of 8.99 (out of 10).

The results of the survey were instrumental in aiding the Committee in creating draft recommendations for consideration by the LAFCo Commission in regards to municipal services of the Ranchos. The survey results, although representing one tenth of the Community, helped to spotlight deficiencies that can be addressed as well as provide suggestions for future planning of services in the area.

TABLE 5-1 COMMUNITY SURVEY

<u>CONCERN</u>	<u>ISSUE</u>	<u>SURVEY RANKING</u>
1.	WATER	1.92
2.	POLICE PROTECTION	3.59
3.	ROAD MAINTENANCE	4.15
4.	FIRE PROTECTION	4.61
5.	SEWAGE	5.96
6.	LAND USE PLANNING	6.12
7.	FLOOD CONTROL	6.50
8.	SOLID WASTE DISPOSAL	7.71
9.	PARKS AND RECREATION	8.10
10.	STREET LIGHTS	8.33
11.	CURB, GUTTER AND SIDEWALKS	8.99

5.2 - Advisory Committee Meetings

The Committee was established with the aid of County Staff and includes residents from all of the neighborhoods within the Ranchos Area. Those neighborhoods include North and South Bonadelle, Continental Estates and the Madera Ranchos along Avenue 12. The Committee insight was important to help to identify assets and potential liabilities (Table 5-2) within the community as well as confirming the conclusions drawn from the survey by Staff.

Table 5-2 - Advisory Committee Developed Assets and Liabilities

Assets	Liabilities
High quality of life	Threatened quality of life
Strong sense of community	
Growth potential	
Large Residential Tax Base	Limited Commercial Tax Base
Significant population base	
Fiscally viable	
Commercial opportunity	
Potential for self-governance	
New development will start infrastructure for sewer	
Water system established in portions of the community	Water quality problems
	No recharge programs
	Area of flooding
On a transportation corridor	High traffic volumes
There are plans to improve transportation infrastructure	
Low crime rate	Crime is increasing
Low fire hazard	
Established volunteer fire station	Limited fire protection services
	Limited ambulance services
Large Lots	High per capita utility cost
Growing consensus or desire for some new services in some areas	Strong difference of opinion on need for new services between different neighborhoods in the communities

The Committee held several meetings at the Senior Center, within Madera Ranchos, to discuss with staff the issues related to municipal services within the Ranchos. These meetings, which were held on the third Wednesday of the month starting in April 2013, were also open to the public to allow residents to get questions answered regarding the MSR process as well as any questions related to services within the Ranchos.

The Committee was also instrumental in the review of the MSR as a draft of the document was sent to the members for their review. The recommendations were developed with their input in an attempt to make sure that the policies had community support. Ultimately, it will be the community that will be initiating these recommendations and policies, so the committee’s involvement in this process in coordination with residents’ input was a very important factor in the MSR process.

Appendix C to this document includes the agendas for those meetings as well as the information material presented by LAFCO Staff to the committee and the public.

Section 6- Determinations and Recommendations for Future Governance in the Ranchos

Following all the data gathering, input from the Committee and public meetings, Staff has drawn conclusions regarding future governance structure in the Ranchos. These recommendations for the community should be taken into consideration during future deliberations of future reorganization proposals that affect the area. As stated previously, there are development entitlements in process that could potentially impact the Ranchos. This MSR document and its recommendations should be viewed as a roadmap or guiding policy document, much like a General Plan, for future decisions in the Ranchos area.

6.1 - Options for Reorganization

There are few options available if the Ranchos residents would like additional services. In the Ranchos Area, services are currently provided by Maintenance District, which are limited in the range of services that they can provide. If the residents wished to extend a wider range of services to their community, the following options are available to them:

1. Consolidation of districts into a single County Service Area in the core area
2. Formation of an Independent Community Services District in the core area
3. Consolidation of Road Maintenance Districts in the outlying areas

The results of the residents' survey, which the Committee reaffirmed, showed that the community may want independent representation but may not be ready administratively, physically or politically to operate its own district at this time (Figure 6-1). Therefore, option 1 is probably the best option for the community if they wished to provide additional services beyond road maintenance, water service and sewer service through existing MD 10, MD 10A and MD 95. The district is able to provide a wide range of services while allowing the residents to form advisory councils for each sub-community/neighborhood within the district. The councils could also represent future zones of benefit that may wish to have a different range of services in other areas within the district, much in the same fashion that MD 10A receives water service in addition to road maintenance service.

I think the Ranchos should have more local control of its municipal services. Ranchos voters should get to vote for the people in charge of providing its service:

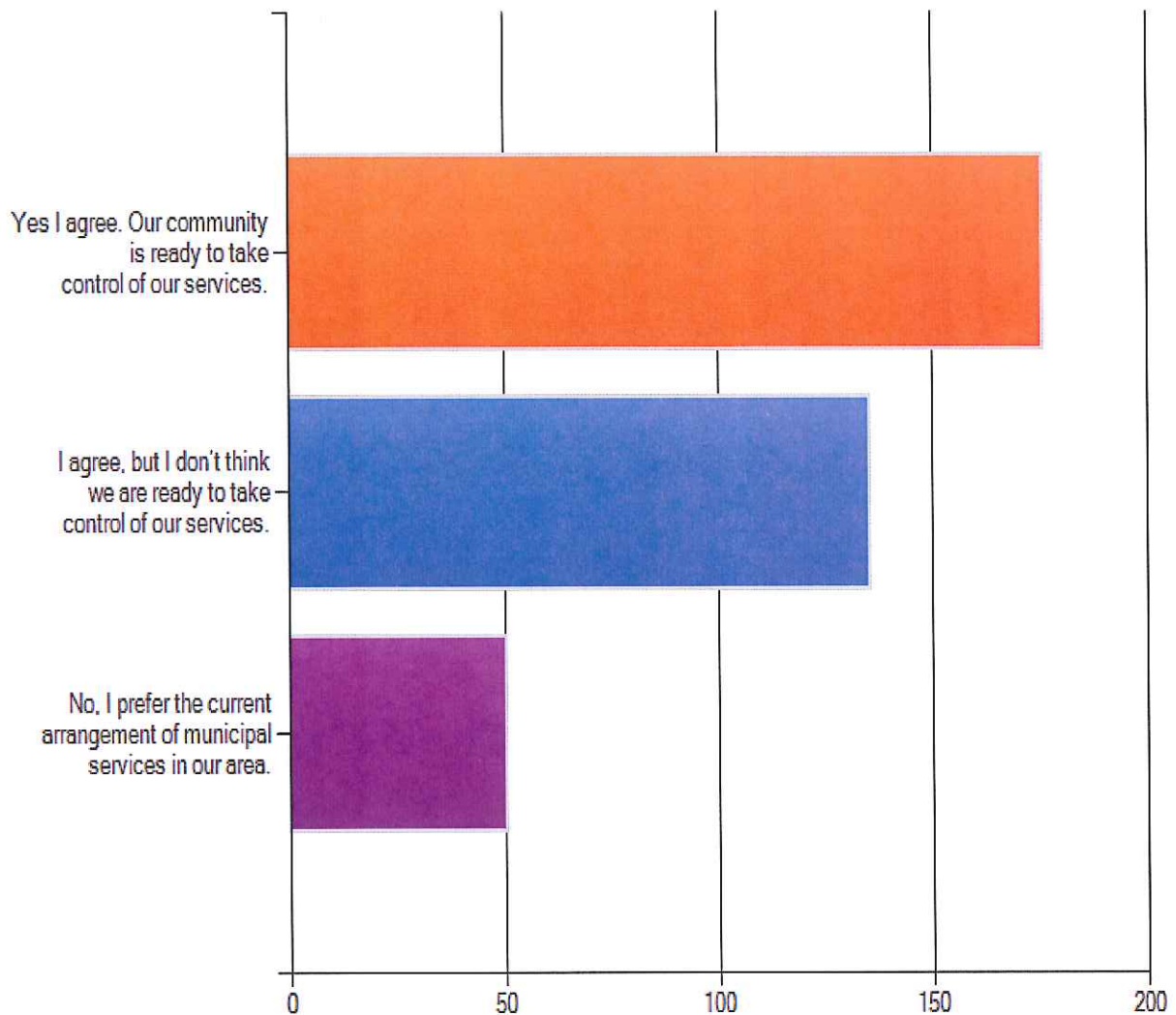


Figure 6-1 - Survey Results Related to Local Control of Municipal Services (source: SurveyMonkey)

6.2 – Future Spheres of Influence

Since the 1950's when they were originally established, the Ranchos have been considered a standalone community by its residents. This is evident through many factors such as operating its own newspaper or being delineated as a Census Designated Place (CDP) by the United State Census Bureau.

In any event, municipal services within the area operate in much the same fashion. Services for this community are unique and should be tailored to the needs of its residents. The Ranchos are rather isolated between other urban or potentially urban areas. However, the Committee and the residents alike both agreed that the residents are not part of any other sub-region of the County. In fact, the Ranchos as defined by the MSR actually possess what some would call sub-communities or neighborhoods.

Therefore, the municipal services for this area should be planned and governed solely with the residents of the Ranchos in mind. The Ranchos area should not be included in any other sphere of influence by an adjacent community. Lastly, any new district created for the Ranchos should not include any existing, adjacent communities. However, the sphere of influence of any new district that involves MD-10A should include the Valley Teen Ranch Development, provided that the proposed project to connect and consolidate Valley Teen Ranch with the MD-10A water system is completed.

6.3 – Determinations

The following Determinations are based on the analysis provided in this MSR, public input gathered to date, the community survey and discussions with the MSR Advisory Committee and shall be used to officially state LAFCo's position regarding the districts in the Ranchos area. These Determinations do not initiate or approve of any action. If accepted by LAFCo, they serve to guide LAFCo in the future as issues surface and requests for changes of organization are brought before LAFCo for their review and approval. They also provide the public with an explicit statement of LAFCo's policy position on these issues.

6.3.1 – Determination A (Population and Growth)

Based on the existing zoning, general plan designations, survey of the developed/undeveloped lots within the Ranchos and available information from the United States Census Bureau, the Ranchos Area has a population of approximately 8,600 residents with the possibility of increasing by about 3,500 once all the lots are developed.

6.3.2 – Determination B (Location of Any Disadvantaged Communities)

The Ranchos is not considered an unincorporated disadvantaged community as the median household income of the community is \$74,917 according to the American Community Survey Estimates for 2011. A disadvantaged unincorporated community is defined as an area having 80% or below the medium statewide household income, which would be \$55,700 according to the Department of Housing and Urban Development (HUD).

Within the area, the nearest community which may meet this criteria is Trigo, located about 2 miles to the southwest of the Study Area. Trigo would likely be outside any existing or future Sphere of Influence for the Ranchos Area. As the community is not within or contiguous to the current or likely proposed sphere of influence, consideration for the community would not need to be part of future decisions regarding the Ranchos. However, the area is likely a community which warrants additional consideration during future studies and plan updates by local agencies.

6.3.3 – Determination C (Service Needs)

It is anticipated that at some point in the future that the Ranchos Area will require additional municipal services either through community desire for new or improved services or through emergency measures due to community problems, such as severe groundwater overdraft and decline. As a result of the community survey, the Committee determined that services should be prioritized by importance. Therefore, if services are added to the Ranchos area, these services should be considered first prior to any other services being presented to the community:

1. Water Service Delivery
 - a. This service should include a conservation and recharge component, at the direction of the Advisory Committee
2. Sewer/Wastewater Disposal

3. Road Construction and Maintenance
4. Police Protection
5. Fire Protection

In addition, if any feasibility reports are to be considered, it must include water service as an included service as it is the highest need and priority of the residents and the Committee.

Lastly, in order to keep the financial aspects of any existing or newly formed district viable, any new proposal for service must preserve the portion of the 1% property tax allocation to MD 10A in order to limit overall assessments for existing residents. In the event that no agreement can be completed with a taxing agency to keep that property tax allocation, Road Maintenance should be excluded from any new district proposal because that allocation has already been secured.

6.3.4 - Determination D (Creation, Feasibility and Governance of a New District)

Any new service district formation should include sewer/wastewater disposal, road construction and maintenance, water service delivery (which may include conservation and recharge as well), police protection and structural fire protection and services, as these services have been identified as the highest needs of the community.

During the consideration of any new district formation by the Commission, the flexibility to add additional services in the event they become needed or desired by the community should be preserved through the type of district formed.

Due to groundwater decline, any new district formation proposal must provide a feasibility study for the inclusion of water service. The study should include, but not be limited to, identifying areas of potential wells, the creation of zones of benefits, metered rates, and integration into existing water systems.

Any feasibility study should include multiple alternatives for the delivery of municipal services. The study should identify which services are more economically feasible if done in tandem with other services.

The representation of any new service district should consist of a governance board with an advisory committee made up of a proportional representation of each subarea of the new district. The governing board may be the Board of Supervisors initially, however, a review of the representation of the district should be conducted every five years with the board of the district subject to conversion to local representation through local elections within the district boundaries.

6.3.5 - Determination E (Future Sphere of Influence)

With the creation of a new service district, a future sphere of influence should not expand beyond the Ranchos area. The review of the sphere of influence will be conducted in accordance with Government Code §56425 et seq. every five years and will determine if any expansion is warranted.

This determination is based on the facts presented within the MSR that show the Ranchos as a standalone community. The location, service needs and demographics of the community pose unique issues and create an identity different than areas such as Rio Mesa or the City of Madera. Therefore, based on these facts, the future planning for municipal service delivery for the Ranchos should not include other areas, as it is an already developed area with community specific needs.

However, the Valley Teen Ranch Development should be included within the sphere of influence of any new district which involves MD-10A, provided that the proposed project to connect and consolidate Valley Teen Ranch to the MD-10A water system is completed.

6.3.6 - Determination F (Supportable Actions)

Madera LAFCo encourages the following types of efforts to reorganize special districts in the Ranchos area if they are initiated by affected property owners or registered voters or by a public agency other than Madera LAFCo:

- The formation of a county service area or community services district in all or a portion of the Ranchos area that is currently served with community water service.
- The reorganization of Maintenance District 10 or 10A into a new or existing county service area or a community services district.
- The portion of the allocation of property tax designated to Maintenance District 10A or any other district must be transferred as part of any reorganization proposal.
- The acquisition of privately owned water or utility companies by a newly formed county service area or a community services district, at such time as it is demonstrated to be financially viable.
- The consolidation of existing road maintenance districts.
- The reorganization of road maintenance districts into county service areas or a single community services district with specialized zones of benefit.

6.3.7 - Determination G (Unsupportable Actions)

Madera LAFCo discourages the following types of efforts to reorganize special districts and maintenance districts in the Ranchos area:

- Any reorganization, consolidation, or formation of districts that does not have strong evidence of property owner and/or registered voter support.
- The formation of more than one independent special district to provide any of the preferred municipal services in the Ranchos area.
- The formation of new maintenance districts for only road maintenance as part of new developments in or adjacent to the Ranchos area.
- The incorporation of a new city prior to the community acquiring experience in self governance through the operation of an independent community services district for at least 10 years and conducting a thorough fiscal analysis that confirms viability financially.

6.4 - Recommendations

In order to implement these determinations, the following actions are recommended to the Madera Local Agency Formation Commission (LAFCo):

6.4.1 – Recommendation A

Accept this Municipal Service Review (MSR), including its Determinations in Section 6.3, as Madera LAFCo's policy regarding special districts and municipal services in the Ranchos area.

6.4.2 – Recommendation B

Direct the Executive Officer of Madera LAFCo to present LAFCo’s Determinations regarding the Ranchos area to the Madera County Board of Supervisors.

6.4.3 – Recommendation C

Direct the Executive Officer to implement and communicate to interested community groups, such as the MSR Advisory Committee or other Community Based Organizations, LAFCo’s Determinations that any application for a change of organization will not be initiated directly by LAFCo, and that evidence of strong registered voter or property owner support will be needed for any LAFCo approval of a change of organization in the Ranchos area.

6.4.4 – Recommendation D

Direct the Executive Officer to provide comments during the appropriate public input period on any development projects within the Ranchos study area and communicate the determinations associated with this Municipal Services Review to ensure that orderly municipal service delivery occurs within the community.

MD-10 BONADELLE / MADERA RANCHOS

ORG:	ACCT #	TITLE	ACTUALS 2007-2008	ACTUALS 2008-2009	ACTUALS 2009-2010	ACTUALS 2010-2011	ESTIMATED 2011-2012	RECOMMENDED 2012-2013
		BEGINNING FUND BALANCE	\$ 764,957.45	\$ 922,267.91	\$ 1,031,990.89	\$ 1,061,547.16	\$ 1,026,466.36	\$ 1,237,718.53

MD-10 BONADELLE / MADERA RANCHOS ROAD REVENUE:								
15800	610100	Cur Sec Property Tax	\$ 491,960.96	\$ 541,548.24	\$ 440,891.81	\$ 407,048.47	\$ 404,320.50	\$ 400,000.00
15800	610200	Cur Unsecured Property Tax	\$ 13,926.21	\$ 14,383.85	\$ 15,350.98	\$ 15,347.58	\$ 17,051.70	\$ 15,000.00
15800	610300	Prior Secured Property Tax	\$ 2,282.43	\$ (14,092.95)	\$ 2,333.37	\$ 5,122.56	\$ -	\$ -
15800	610400	Prior Unsecured Property Tax	\$ 448.14	\$ 483.04	\$ 805.78	\$ 534.15	\$ 2,019.80	\$ 1,000.00
15800	610600	Current Supplemental Property Tax	\$ 32,989.97	\$ 7,397.92	\$ 372.48	\$ 1,460.14	\$ 1,650.08	\$ 1,500.00
15800	610700	Prior Supplemental Property Tax	\$ 947.11	\$ (1,171.30)	\$ 982.41	\$ 1,272.94	\$ 131.36	\$ 300.00
15800	640101	Interest on Cash	\$ 30,808.22	\$ 24,777.16	\$ 12,722.07	\$ 15,167.50	\$ 3,028.47	\$ 10,000.00
15800	640103	Interest on Property Tax Collected	\$ 2,220.09	\$ 981.84	\$ 700.35	\$ 388.61	\$ -	\$ -
15800	652900	St- H/O Property Tax Rtl	\$ 6,682.60	\$ 6,484.50	\$ 11,100.84	\$ 871.10	\$ 5,709.32	\$ 5,800.00
		TOTAL ROAD REVENUE	\$ 582,265.73	\$ 580,792.30	\$ 485,280.89	\$ 447,213.05	\$ 433,911.23	\$ 433,300.00

MD-10 BONADELLE/MADERA RANCHOS ROAD EXPENSES:								
15800	720600	Insurance Expense	\$ 3,934.00	\$ 3,934.00	\$ 3,497.00	\$ 3,503.00	\$ 3,715.00	\$ 3,291.00
15800	720906	Mica - Roads	\$ 411,258.28	\$ 450,679.54	\$ 436,903.55	\$ 486,147.51	\$ 218,893.84	\$ 1,360,000.00
15800	721427	Property Tax Administration Fee	\$ 9,484.00	\$ 16,171.00	\$ 14,891.00	\$ 13,466.00	\$ -	\$ 13,466.00
15800	722101	Gas & Electricity	\$ 278.99	\$ 284.78	\$ 231.07	\$ 277.34	\$ 50.22	\$ 226.00
15800	780100	Appropriation for Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 304,036.53
		TOTAL ROAD EXPENSES	\$ 424,955.27	\$ 471,089.32	\$ 455,603.82	\$ 482,393.85	\$ 222,659.06	\$ 1,671,018.53
		MD-10 Funding Sources	\$ 1,347,223.18	\$ 1,503,060.21	\$ 1,517,250.98	\$ 1,508,860.21	\$ 1,460,377.59	\$ 1,671,018.53
		MD-10 Financing Uses	\$ 424,955.27	\$ 471,069.32	\$ 455,603.82	\$ 482,393.85	\$ 222,659.06	\$ 1,671,018.53
		MD-10 ENDING FUND BALANCE	\$ 922,267.91	\$ 1,031,990.89	\$ 1,061,647.16	\$ 1,026,466.36	\$ 1,237,718.53	\$ -

APPENDIX A

COUNTY OF MADERA
Budget to Actual Figures

Ledger: GL
Fiscal Year: 2012 As Of: 03/31/2013

Budget: WB

Key	Title	Director			
15830	MD 10A RANCHOS	OLD FUND N/A			
Object	Description	Budget	Actual	Encumbrance	Balance
640101	INTEREST ON CASH	1,230.00	455.30	0.00	774.70
640103	INTEREST ON PROPERTY TAX	48.00	0.00	0.00	48.00
660209	SP ASMT - DELINQUENT SVC	16,800.00	6,762.75	0.00	10,037.25
660212	SVC CHG - WTR/SWR	480,696.00	328,275.20	0.00	152,420.80
660223	SVC CHG - EXCESS WATER	2,490.00	7,072.92	0.00	(4,582.92)
660803	ENGR SVCS - SPEC DIST	96.00	150.00	0.00	(54.00)
680207	OP TRANS IN - ACO FUND	1,000,000.00	500,000.00	0.00	500,000.00
720200	CLOTHING/PERS SPLY	160.00	0.00	0.00	160.00
720300	COMMUNICATION SVCS	1,200.00	910.59	0.00	289.41
720500	HOUSEHOLD EXPENSE	187.00	0.00	0.00	187.00
720600	INSURANCE EXPENSE	4,118.00	4,118.00	0.00	0.00
720601	GENERAL INSURANCE	3,553.00	3,712.00	0.00	(159.00)
720800	MTCE - EQUIPMENT	2,000.00	2,574.03	1,207.03	(1,781.06)
720900	MTCE - BLDGS & IMPROVE	300.00	247.51	30.00	22.49
720907	MAINT - WATER SYS	10,000.00	22,114.18	106.79	(12,220.97)
720913	DIRECT MAINT EXP-DEGS	91,000.00	115,062.73	0.00	(24,062.73)
720915	SD WTR/SWR CHEMICALS	500.00	32.18	0.00	467.82
720916	WATER/SEWER TESTING	3,000.00	5,898.25	0.00	(2,898.25)
721000	MED/DENT/LAB SPLY	5,000.00	0.00	0.00	5,000.00
721100	MEMBERSHIPS	150.00	150.00	0.00	0.00
721302	POSTAGE	1,000.00	788.98	0.00	211.02
721306	EQPT < FA LIMIT	20,000.00	4,299.37	0.00	15,700.63
721400	PROF & SPEC SVC	20,318.81	2,534.44	1,050.00	16,734.37
721403	AUDIT/ACCTG SVCS	6,300.00	0.00	0.00	6,300.00
721498	SD - ADMIN OVERHEAD	59,759.00	37,614.64	0.00	22,144.36
721500	ADVRTS/PUBL & LEGAL	500.00	0.00	0.00	500.00
721601	RENT/LSE CO VEHICLE	0.00	35.55	0.00	(35.55)
721602	RENT/LSE OTHER EQPT	1,000.00	612.30	0.00	387.70
721800	SM TOOLS/INSTRUMENTS	815.00	304.00	140.34	370.66
721900	SPECIAL DEPT EXP	6,000.00	7,285.28	0.00	(1,285.28)
722000	TRANS/TRAVEL/EDUC	0.00	53.31	0.00	(53.31)
722005	REIMB EMPLOYEE CARS	0.00	55.05	0.00	(55.05)
722101	GAS & ELECTRICITY	175,000.00	159,080.19	0.00	15,919.81
731401	INTERFUND EXPEND - COST	23,296.00	15,517.36	0.00	7,778.64
740200	BLDGS & IMPROVE	1,440,122.48	197,735.85	41,623.20	1,200,763.43
740301	EQPT/FURNITURE>\$5000	20,000.00	13,468.60	0.00	6,531.40
780100	APPROPRIATION FOR	215.00	0.00	0.00	215.00
Total Revenue		1,501,360.00	842,716.17	0.00	658,643.83
Total Expense		1,895,494.29	594,204.39	44,157.36	1,257,132.54
Net Total (Revenue - Expense)		(394,134.29)	248,511.78	(44,157.36)	(598,488.71)
Grand Total Revenue		1,501,360.00	842,716.17	0.00	658,643.83
Grand Total Expense		1,895,494.29	594,204.39	44,157.36	1,257,132.54

COUNTY OF MADERA
Budget to Actual Figures

Ledger: GL
 Fiscal Year: 2012 As Of: 03/31/2013

Budget: WB

Key Title Director
 15830 MD 10A RANCHOS OLD FUND N/A

Object	Description	Budget	Actual	Encumbrance	Balance
	Grand Totals (Revenue -	(394,134.29)	248,511.78	(44,157.36)	(598,488.71)

MD-95 RANCHOS WEST

ORG:	ACCT #	TITLE	ACTUALS 2011-2012	ESTIMATED 2012-2013	RECOMMENDED 2013-2014
		MD-95 FUND ADMN FUND BALANCE			
		BEGINNING FUND BALANCE	\$ 7,294.27	\$ (109.17)	\$ 355.25

MD-95 WATER REVENUE:					
25001	640101	Interest on Cash	\$ 32.61	\$ 0.58	\$ 1.00
25001	660208	Sp Asmt - Delinquent Svc	\$ 1,700.00	\$ -	\$ -
25001	660212	Service Chg - Wtr/Swr	\$ 24,110.00	\$ 27,235.00	\$ 27,360.00
TOTAL REVENUE			\$ 25,842.61	\$ 27,235.58	\$ 27,361.00

MD-95 WATER SYSTEM EXPENSES:					
25001	720300	Communication Services	\$ 191.88	\$ 182.17	\$ 200.00
25001	720500	Household Expenses	\$ 5.00	\$ 4.00	\$ 6.00
25001	720600	Insurance Expense	\$ 407.00	\$ 342.00	\$ 233.00
25001	720601	General Insurance	\$ 287.00	\$ 341.00	\$ 347.00
25001	720800	Maintenance of Equipment	\$ -	\$ 30.00	\$ 88.00
25001	720900	Maintenance - Bldgs & Improvement	\$ 128.32	\$ 125.44	\$ 130.00
25001	720907	Maintenance - Water System	\$ 888.90	\$ 103.50	\$ 500.00
25001	720913	Direct Maintenance Expense - DEGS	\$ 808.95	\$ 5,870.30	\$ 4,000.00
25001	720916	Water/Sewer Testing	\$ 1,720.00	\$ 432.00	\$ 982.25
25001	721100	Memberships	\$ 150.00	\$ 150.00	\$ 150.00
25001	721302	Postage	\$ 14.56	\$ 35.12	\$ 50.00
25001	721306	Equipment < FA Limit	\$ -	\$ -	\$ 86.00
25001	721400	Professional & Specialized Services	\$ 12,528.65	\$ 1,987.52	\$ -
25001	721403	Audit/Accounting Services	\$ 218.50	\$ 280.00	\$ 240.00
25001	721498	SD-Administration Overhead	\$ 677.50	\$ 1,098.64	\$ 1,562.00
25001	721800	Small Tools & Instruments	\$ -	\$ 12.00	\$ 32.00
25001	721900	Special Departmental Expense	\$ 328.00	\$ 328.00	\$ 328.00
25001	722101	Gas & Electricity	\$ 14,509.34	\$ 15,086.11	\$ 18,120.00
OPERATION EXPENSES			\$ 32,962.70	\$ 26,317.80	\$ 27,055.25










APPENDIX B

Madera LAFCO - Ranchos MSR Survey





1. I live in...		Response Percent	Response Count
North Bonadelle Ranchos (Maintenance District 10 - Madera Ranchos)		29.5%	109
South Bondadelle Ranchos (Maintenance District 10 - Madera Ranchos)		13.8%	51
Madera Ranchos (Maintenance District 10 - Madera Ranchos, Zone A)		47.3%	175
Continental Estates (Maintenance District 95)		1.9%	7
Surrounding or Other Area		7.6%	28
		answered question	370
		skipped question	0


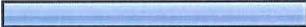




2. What areas do you consider to be part of the Ranchos area?

		Response Percent	Response Count
Bonadelle North		78.6%	286
Bonadelle South		74.5%	271
Madera Ranchos		94.8%	345
Bonadelle #9		41.5%	151
Proposed Liberty Groves Area		31.9%	116
Gateway Village		13.2%	48
Rolling Hills		26.9%	98
Brickyard Industrial Park		14.8%	54
Children's Hospital/Gunner Ranch Area		15.7%	57
answered question			364
skipped question			6






3. I own or operate a business in the Ranchos...

		Response Percent	Response Count
Yes		14.4%	53
No		85.6%	315
answered question			368
skipped question			2






4. My understanding is that most municipal public services provided in the Ranchos are run by...

		Response Percent	Response Count
State of California		1.4%	5
Madera County Board of Supervisors		48.6%	175
Local Boards that are elected by Ranchos voters		3.3%	12
Privately Owned companies		5.6%	20
Both b and c		18.9%	68
Both b and d		22.2%	80
answered question			360
skipped question			10






5. Overall, my existing septic system serving my home or business is...

		Response Percent	Response Count
Above satisfactory		19.8%	73
Satisfactory		63.3%	233
No opinion or neutral		8.2%	30
Below satisfactory		4.9%	18
I don't know/no opinion		3.8%	14
answered question			368
skipped question			2



6. Overall, my existing well or community water service for my home or business is...

		Response Percent	Response Count
Above satisfactory		13.8%	51
Satisfactory		48.0%	177
No opinion or neutral		8.9%	33
Below satisfactory		26.6%	98
I don't know/no opinion		2.7%	10
answered question			369
skipped question			1



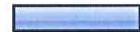


7. Overall, my existing level of service for road maintenance around my home is...

		Response Percent	Response Count
Above satisfactory		3.8%	14
Satisfactory		27.6%	102
No opinion or neutral		7.0%	26
Below satisfactory		61.0%	225
I don't know/no opinion		0.5%	2
answered question			369
skipped question			1






8. Overall, the existing level of service for road maintenance in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		0.8%	3
Satisfactory		21.7%	80
No opinion or neutral		5.7%	21
Below satisfactory		70.7%	260
I don't know/no opinion		1.1%	4
answered question			368
skipped question			2






9. Overall, the Police Service and Response Time that is provided in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		1.4%	5
Satisfactory		27.2%	100
No opinion or neutral		19.8%	73
Below satisfactory		42.7%	157
I don't know/no opinion		9.0%	33
answered question			368
skipped question			2






10. Overall, the Fire Protection Service and Response Time that is provided in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		10.8%	40
Satisfactory		46.6%	172
No opinion or neutral		19.0%	70
Below satisfactory		12.5%	46
I don't know/no opinion		11.1%	41
answered question			369
skipped question			1






11. Overall, the Planning and Zoning that has been established in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		1.1%	4
Satisfactory		23.6%	87
No opinion or neutral		32.5%	120
Below satisfactory		31.4%	116
I don't know/no opinion		11.4%	42
answered question			369
skipped question			1

12. Overall, the solid waste disposal (trash) that is provided in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		8.4%	31
Satisfactory		68.0%	251
No opinion or neutral		11.7%	43
Below satisfactory		10.8%	40
I don't know/no opinion		1.1%	4
answered question			369
skipped question			1

13. Overall, the solid waste disposal (recycling) that is provided in the Ranchos is...

		Response Percent	Response Count
Above satisfactory		2.2%	8
Satisfactory		23.9%	88
No opinion or neutral		16.8%	62
Below satisfactory		52.2%	192
I don't know/no opinion		4.9%	18
answered question			368
skipped question			2






14. Which issues are of most concern (1 being area of most concern, 11 being area of least in

	1	2	3	4	5	6	7	8	9	10
Water	66.6% (235)	10.8% (38)	9.9% (35)	5.4% (19)	2.3% (8)	2.5% (9)	0.0% (0)	0.6% (2)	0.3% (1)	0.3% (1)
Sewage	1.7% (6)	13.3% (47)	6.5% (23)	11.3% (40)	8.8% (31)	17.3% (61)	11.3% (40)	8.8% (31)	9.9% (35)	5.1% (18)
Flood Control	1.1% (4)	3.4% (12)	6.8% (24)	9.3% (33)	14.2% (50)	14.4% (51)	17.3% (61)	13.9% (49)	8.2% (29)	3.7% (13)
Road Maintenance	8.8% (31)	15.9% (56)	13.1% (46)	21.9% (77)	15.1% (53)	12.2% (43)	8.2% (29)	2.6% (9)	2.0% (7)	0.3% (1)
Street Lights	1.1% (4)	2.0% (7)	2.8% (10)	2.5% (9)	6.8% (24)	6.2% (22)	11.0% (39)	10.2% (36)	15.6% (55)	19.0% (67)
Land Use Planning	3.7% (13)	5.9% (21)	8.8% (31)	7.4% (26)	14.4% (51)	12.2% (43)	13.3% (47)	17.0% (60)	9.6% (34)	4.8% (17)
Curb, Gutter and Sidewalks	0.3% (1)	1.7% (6)	2.0% (7)	0.8% (3)	2.3% (8)	4.0% (14)	8.5% (30)	9.3% (33)	17.6% (62)	30.6% (108)
Parks and Recreation	1.1% (4)	1.7% (6)	1.7% (6)	3.4% (12)	6.8% (24)	9.9% (35)	8.8% (31)	14.7% (52)	19.5% (69)	17.0% (60)
Police Protection	12.7% (45)	26.9% (95)	22.1% (78)	14.2% (50)	6.2% (22)	4.5% (16)	3.7% (13)	3.7% (13)	4.2% (15)	1.1% (4)
Fire Protection	2.8% (10)	16.7% (59)	22.7% (80)	19.0% (67)	11.0% (39)	5.7% (20)	5.9% (21)	4.5% (16)	3.7% (13)	6.2% (22)
Solid Waste Disposal	0.0% (0)	1.7% (6)	3.7% (13)	4.8% (17)	12.2% (43)	11.0% (39)	11.9% (42)	14.7% (52)	9.3% (33)	11.9% (42)






15. I think the least important municipal service improvements we need is (Rank the top 3, you issue multiple times if you believe it does not need improvement)

	1	2	3	4	5	6	7	8	9	10
Water	5.9% (20)	3.8% (13)	5.0% (17)	42.6% (145)	3.5% (12)	1.8% (6)	2.9% (10)	1.5% (5)	3.2% (11)	2.9% (10)
Sewage	5.0% (17)	6.8% (23)	14.4% (49)	14.7% (50)	39.7% (135)	6.5% (22)	1.5% (5)	2.9% (10)	2.6% (9)	5.6% (19)
Flood Control	5.6% (19)	6.5% (22)	7.9% (27)	11.2% (38)	20.0% (68)	33.8% (115)	7.1% (24)	3.8% (13)	0.9% (3)	1.5% (5)
Road Maintenance	3.2% (11)	1.5% (5)	2.4% (8)	4.1% (14)	12.1% (41)	23.2% (79)	36.2% (123)	7.1% (24)	3.2% (11)	4.4% (15)
Street Lights	25.6% (87)	22.4% (76)	13.2% (45)	2.9% (10)	4.1% (14)	8.2% (28)	12.4% (42)	6.8% (23)	2.1% (7)	1.5% (5)
Land Use Planning	3.5% (12)	5.9% (20)	6.5% (22)	5.9% (20)	7.4% (25)	11.5% (39)	17.1% (58)	34.7% (118)	5.0% (17)	1.8% (6)
Curb, Gutter and Sidewalks	25.4% (86)	31.9% (108)	11.5% (39)	3.8% (13)	2.9% (10)	2.1% (7)	5.9% (20)	6.8% (23)	6.5% (22)	1.8% (6)
Parks and Recreation	12.9% (44)	11.2% (38)	22.6% (77)	5.9% (20)	4.1% (14)	4.1% (14)	4.7% (16)	16.5% (56)	14.7% (50)	2.4% (8)
Police Protection	2.1% (7)	0.6% (2)	2.1% (7)	1.5% (5)	1.5% (5)	2.4% (8)	5.9% (20)	9.7% (33)	42.6% (145)	27.6% (94)
Fire Protection	0.6% (2)	2.6% (9)	2.1% (7)	1.8% (6)	0.9% (3)	1.2% (4)	3.5% (12)	8.8% (30)	13.5% (46)	44.1% (150)
Solid Waste Disposal	10.3% (35)	7.1% (24)	12.4% (42)	5.6% (19)	3.8% (13)	5.3% (18)	2.9% (10)	1.5% (5)	5.6% (19)	6.5% (22)




16. I would be willing to pay the fees, assessments, or taxes necessary to add more or improved services over and above what I am currently paying for existing services:

		Response Percent	Response Count
Yes, because it will improve my property values.		7.6%	28
Yes, I don't like it, but it is necessary.		18.3%	67
Maybe, but I want to know how much before I decided to support the increase.		47.7%	175
Maybe, but I want to wait until the economy improves.		4.9%	18
I don't want to pay anything more for any new or improved service.		21.5%	79
		answered question	367
		skipped question	3





17. How much more would you be willing to pay annually if improved municipal services benefited your property and your community in general?

		Response Percent	Response Count
\$0. I don't want to pay anything more than I am currently paying.		26.7%	96
\$10 to \$50 per year		22.3%	80
\$50 to \$100 per year		24.2%	87
\$100 to \$200 per year		13.1%	47
\$200 to \$300 per year		13.6%	49
		answered question	359
		skipped question	11

18. I think the Ranchos should have more local control of its municipal services. Ranchos voters should get to vote for the people in charge of providing its service:

		Response Percent	Response Count
Yes I agree. Our community is ready to take control of our services.		48.6%	175
I agree, but I don't think we are ready to take control of our services.		37.5%	135
No, I prefer the current arrangement of municipal services in our area.		13.9%	50
		answered question	360
		skipped question	10

19. I believe that local municipal services could be more efficient if some or all of the local service providers were consolidated:

		Response Percent	Response Count
Yes, consolidate as many as possible.		13.3%	49
I like the idea, but want to see the details of how they will be organized first.		56.4%	208
No, things are fine as they are, so why change anything.		10.3%	38
I don't have an opinion at this time.		20.1%	74
		answered question	369
		skipped question	1



APPENDIX C

Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Herb, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda - April 17, 2013

Madera Ranchos MSR

Madera Ranchos Senior Center, 27330 Berkshire Drive, 93638

- Summary Update
- Agree on Ground Rules
- Elect a Chairperson of the Committee
- Survey Results to Date
- Assets/Constraints Analysis
- Outlook going Forward

Next Meeting will be May 15, 2013



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Herb, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda - May 15, 2013

Madera Ranchos MSR

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Decide on Voting Rules
- Elect a Chairperson of the Committee?
- Survey Results to Date
- Continue Discussion of Assets/Constraints Analysis
- Process going Forward

Next Meeting will be June 19, 2013



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Herb, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda - June 19, 2013

Madera Ranchos MSR

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Introductions
- Election of Vice Chairman
- Clarification of Meeting Times
- Presentation of Technical Research by Jerome Keene
- Questions and Discussions
- Process Looking Forward
- Adjourn

Next Meeting will be July 17, 2013



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Herb, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda - July 17, 2013

Madera Ranchos MSR

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Recap of Final Survey Results
- Identification of Issues in each area
- Development of Roadmap
 - Identify possible governance structure(s)
 - How should it be operated
 - Who should it serve?
- Adjourn

Next Meeting will be August 21, 2013



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Herb, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda - August 21, 2013

Madera Ranchos MSR

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Development of Recommendations for Municipal Services Review
 - Identify possible governance structure(s)
 - What do we want to the Ranchos to look like in the future?
 - 5 years, 10 years, 20 years?
 - How should it be operated?
 - Who should it serve?
- Adjourn

Next Meeting: To Be Determined



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Braun, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda **Wednesday- November 20, 2013 at 6:00 P.M.** **Madera Ranchos MSR**

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Consideration of Municipal Services Review for Madera Ranchos
- Adjourn

Next Meeting: To Be Determined



Madera Local Agency Formation Commission

2037 West Cleveland Avenue

Madera, CA 93637

(559) 675-7821

Dave Braun, Executive Officer

www.maderalafco.com

Advisory Committee Meeting Agenda **Wednesday- January 15, 2014 at 6:00 P.M.**

Madera Ranchos MSR

Madera Ranchos Senior Center, 37330 Berkshire Drive, 93638

- Consideration of Municipal Services Review for Madera Ranchos
- Adjourn

Next Meeting: To Be Determined