

# REQUEST FOR PROPOSAL

## MUNICIPAL SERVICE REVIEW OF THE CITY OF SANTA CLARITA, CALIFORNIA

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### **I. Objective**

The Local Agency Formation Commission (LAFCO) for the County of Los Angeles is seeking proposals from professional service firms to perform a Municipal Service Review (MSR) regarding the adequacy of services delivered within the sphere of influence of the City of Santa Clarita, California. The work is to be accomplished in compliance with applicable California Government Code sections, and in a manner compatible with the other MSRs being conducted by LAFCO as well as the latest available LAFCO Service Review Guidelines prepared by the Governor's Office of Planning and Research.

### **II. Background**

The mandate for LAFCO to conduct service reviews is part of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH Act," California Government Code §56000 et seq.). Pursuant to Government Code Section 56425, "on or before January 1, 2008, and every five years thereafter, the Commission shall, as necessary, review and update each sphere of influence." Thus, LAFCO has determined it necessary to update the City of Santa Clarita Sphere of influence.

This LAFCO is responsible for establishing, reviewing and updating Sphere of Influence boundaries for the local agencies in Los Angeles County. This study will be conducted by a professional service firm under the operational direction of the LAFCO Executive Officer.

### **III. Scope of Services**

The Municipal Service Review shall provide the research and analysis to enable the Commission to make determinations on six (6) topics as required, under the CKH Act, for purposes of adopting the municipal service review:

- 1) Growth and population projections for the affected area.
- 2) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies.
- 3) Financial ability of agencies to provide services.
- 4) Status of, and opportunities for, shared facilities.
- 5) Accountability for community service needs, including governmental structure and operational efficiencies.

- 6) Any other matter related to effective or efficient service delivery, as required by Commission policy.

In addition, the Municipal Service Review shall provide recommendations as to the most appropriate sphere of influence for the City of Santa Clarita and shall recommend how the spheres of influence for other local agencies providing municipal services within the City of Santa Clarita might be adjusted. Hence, the Municipal Service Review shall also provide the research and analysis required for the Commission to make determinations on four (4) topics as required for determining the sphere of influence:

- 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.

A *Scope of Services* is enclosed with this RFP as Attachment 1. A final statement of services to be provided will be negotiated with the firm selected to conduct the MSR and will be included as part of the professional services agreement to be approved by LAFCO.

#### **IV. Price**

A final firm fixed price for this project will be negotiated with the firm selected for the work prior to an agreement that will be recommended to LAFCO for adoption.

#### **V. Schedule**

Time is of the essence. The service review is scheduled for adoption by the Commission by February, 2012. The consultant shall submit as part of its proposal a timeline with reasonable review periods for the interim deliverables. The final schedule for this project will be negotiated with the firm selected for the work prior to an agreement being recommended to LAFCO for adoption.

#### **VI. Proposal Requirements**

Responses to this RFP must include all of the following:

1. A statement about the firm that describes its history as well as the competencies and résumés of the principal and of all professionals who will be involved in the work. This statement should describe the firm's level of expertise in the following areas:
  - Management level understanding of how municipal services are financed and delivered;
  - Familiarity with the CKH, the role and functions of LAFCOs, and the service review process;
  - Experience with operational aspects of City services;

- Experience in governmental organization analysis, including performance measurement and benchmarking techniques;
  - Ability to facilitate and synthesize input from a variety of stakeholders;
  - Ability to quickly interpret varied budget and planning documents;
  - Experience in fostering multi-agency partnerships and cooperative problem-solving;
  - Familiarity with public input processes and experience handling the presentation and dissemination of public information for review and comment;
2. Ability to lead divergent interests toward definition and implementation of a common goal.
  3. Identification of the lead professional responsible for the project and identification of the professional(s) who will be performing the day-to-day work.
  4. Identification of any associate consultant firms to be involved. If associate consultant firm are proposed, describe the work they will perform and include the same information for each as required for items 1 and 2 above.
  5. A statement of related experience accomplished in the last two years and references for each such project, including the contact name, address and telephone number.
  6. A statement regarding the anticipated approach for this project, explicitly discussing and identifying suggested changes to the Scope of Services (*Attachment 1*).
  7. Identification of any information, materials and/or work assistance required from LAFCO to complete the project.
  8. An overall project schedule, including the timing of each work task.
  9. Information about the availability of all the professionals who will be involved in the work, including any associate consultants.
  10. The anticipated project cost, including:
    - a. A not-to-exceed total budget amount.
    - b. The cost for each major sub-task identified in the Scope of Services.
    - c. The hourly rates for each person who will be involved in the work, including the rates for any associate consultants.

**VII. Submission Requirements**

DUE DATE:

On or before 4:00 P.M., Tuesday, September 6, 2011.

NUMBER OF COPIES:

10 original copies and 1 fully reproducible copy

DELIVER TO:

Paul Novak, Executive Officer  
LAFCO  
700 North Central Avenue, Suite 445  
Los Angeles, CA 91203

Note: If delivery is to be in person, please first call the LAFCO office (818) 254-2454 to arrange a delivery time.

**VIII. Selection Process**

LAFCO reserves the sole right to judge the contents of the proposals submitted pursuant to this RFP and to review, evaluate and select the successful proposal(s). Each responsive proposal will be evaluated and scored by an evaluation committee selected by LAFCO in accordance with the following evaluation criteria and point system:

<u>Evaluation Criteria</u>	<u>Points</u>
<u>EXPERIENCE AND ORGANIZATIONAL RESOURCES</u>	300
• Firm experience with municipal finance / budget analysis	75
• Firm experience with governmental organization analysis and methods	45
• Experience / qualifications of key project personnel / resumes	30
• Knowledge of Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 Act/role and function of LAFCO	30
• Experience with conducting municipal service reviews or similar projects within last ten years	45
• Experience with presentations to the public / stakeholders, public relations capability	45
• Firm resources	15
• References	15
<u>APPROACH TO CONTRACT REQUIREMENTS</u>	200
• Willingness to agree to standard contractual provisions	10
• Demonstrated understanding of tasks	30
• Approach to project / Scope of Work / Work Plan	20
• Allocation of costs / firm resources amongst tasks	20
• Support to LAFCO for meetings / public hearings	30
• Overall project schedule	20
• Understanding of role of consultant in assisting the Executive Officer in recommending boundary determinations	20
• Number of hours allocated in producing municipal service review report	10

• Time spent by key personnel on the project as compared to time spent by other consultant personnel on the project	10
• Sufficiency of resources dedicated to project in comparison to price	30
<u>PRICE</u>	500
• Proposer with the lowest not to exceed fee for the total project	500
• Proposer with the next lowest not to exceed fee for the total project	450
• Proposer with the next lowest not to exceed fee for the total project	400
• Proposer with the next lowest not to exceed fee for the total project	350
• Proposer with the next lowest not to exceed fee for the total project	300

All proposals will be ranked in numerical sequence from high to low. Up to three firms will be selected for further consideration, which may include follow-up interviews. Tentatively, the evaluation committee is expected to make a recommendation in September 2011.

Following selection of the most qualified firm, a recommended agreement including budget, schedule, and Scope of Services statement will be negotiated. Final selection by Commission is anticipated by October 31, 2011.

**IX. LAFCO Contact**

Sera Wirth  
LAFCO  
Voice: (818) 254-2454  
Fax: (818) 254-2452  
Email: [swirth@lalafco.org](mailto:swirth@lalafco.org)

**XI. Reference Information**

For general information about LAFCO, refer to the LAFCO web site: [www.lalafco.org](http://www.lalafco.org)

For the latest publicly available LAFCO Service Review Guidelines, see the Governor’s Office of Planning and Research web site: <http://www.opr.ca.gov/planning/publications/MSRGuidelines.pdf>

# Scope of Services

## Municipal Service Review

### City of Santa Clarita, California

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#### **Definition of the Municipal Service Review**

The municipal service review shall provide the research and analysis to enable the Commission' to make determinations on six (6) topics as required under the CKH Act for purposes of adopting the municipal service review:

1. Growth and population projections for the affected area.
2. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies.
3. Financial ability of agencies to provide services.
4. Status of, and opportunities for, shared facilities.
5. Accountability for community service needs, including governmental structure and operational efficiencies.
6. Any other matter related to effective or efficient service delivery, as required by commission policy.

In addition, the municipal service review shall provide recommendations as to the most appropriate sphere of influence for the City of Santa Clarita and shall recommend how the spheres of influence for other local agencies providing municipal services within the City of Santa Clarita might be adjusted. Hence, the municipal service review shall also provide the research and analysis required for the Commission to make determinations on four (4) topics as required for determining the sphere of influence:

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.

*The Governor's Office of Planning and Research (OPR) has prepared draft guidelines for conducting these studies, which should be reviewed and utilized where practical.*

## **Identification of Service Providers**

The following agencies provide municipal services within the proposal area:

1. City of Santa Clarita
2. Antelope Valley Healthcare/Hospital District
3. Castaic Lake Water Agency
4. Consolidated Fire Protection District of Los Angeles County
5. County Waterworks District #36, Val Verde
6. Green Valley County Water District
7. Golden Valley Municipal Water District
8. Greater Los Angeles Mosquito Abatement and Vector Control District
9. Los Angeles County Sanitation Districts
10. Newhall County Water District
11. Santa Clarita Water Division
12. Any other special districts under LAFCO jurisdiction that provide municipal services to the area

## **Local Context/Issues Identification**

The study will include not only the existing boundaries of the City of Santa Clarita but will also concentrate on the future planned growth of the area beyond the existing borders, identified as the sphere of influence . Furthermore, the study must include the proposed growth of several annexation proposals recently submitted to LAFCO and any other future annexation proposals contemplated by the City.

## **Service Review Objectives and Guidelines**

*LAFCO is committed to conducting municipal service reviews in a fair, accurate and objective manner. Also, the Commission wishes to provide effective and meaningful opportunities for public participation in the review process.*

## **Project Management and Initiation**

Consultant will meet with LAFCO staff to ensure initial understanding of project scope and objectives, define roles, responsibilities, and lines of communication.

## Work Plan

- A. Process: At a minimum, preparation of the service review will include the following steps, although other activities may be necessary:
- Data collection and interviews with key staff and board members (refer to the Final Draft Municipal Services Review Guidelines available at the OPR website);
  - Consultant's independent verification of submitted data;
  - Analysis of data and preparation of preliminary findings;
  - Presentation of preliminary findings to key agency and LAFCO staff;
  - Preparation of draft Municipal Services Report;
  - Presentation of draft report to LAFCO Commission prior to its public release;
  - Publication and public release of the draft report; this will begin the public comment period;
  - Preparation of final draft, including responses to comments and recommended determinations for each of the nine factors and responses to comments;
  - Presentation of final report to Commission at public hearing;
  - Commission's adoption of report and determinations;
- B. Data: The LAFCO staff has already submitted to the City of Santa Clarita Request for Information Questionnaires. In addition, the LAFCO has prepared electronic GIS maps of the City of Santa Clarita and other service providers relevant to this study. LAFCO staff shall make available the data received the agency.

## Research Questions

The Municipal Service Review must include data and analysis upon which the Commission's determinations on the items required by Sections 56425 and 56430 of the Government Code can be based. Hence, the MSR shall address at a minimum the following research questions:

- Which agencies are providing the municipal services listed in the Request for Information Questionnaire?
- How much population growth is anticipated within the Santa Clarita city limits and sphere of influence over the next 5, 10, 15 years?
- How much is municipal service demand anticipated to increase within the Santa Clarita city limits and sphere of influence over the next 5, 10, 15 years?
- What is the current adequacy of service provided within the area of interest?

- To what extent are service providers able to meet anticipated growth in demand for municipal services in the area of interest?
- What are the present and planned land uses within the existing sphere of influence?
- What contiguous unincorporated areas could potentially be included in the Santa Clarita sphere of influence?
- Which service provider(s) is (are) best equipped to serve the unincorporated areas contiguous to the City of Santa Clarita?
- What is the current capacity of public facilities and adequacy of public services that local agencies in the area of interest are providing?
- What opportunities exist for service providers in and near the area of interest to share public facilities to more effectively and efficiently deliver services?
- Do the service providers of interest have adequate public facilities and other infrastructure to accommodate anticipated growth in service demand in the area of interest?
- What cost avoidance opportunities, financing constraints and financing opportunities exist in providing municipal services to the area of interest?
- How do cost avoidance opportunities, financing constraints and financing opportunities affect the optimal service providers to the unincorporated areas contiguous to the City of Santa Clarita?
- What opportunities for rate restructuring exist in providing municipal services to the area of interest?
- What government structure options exist relevant to municipal service provision to the areas of interest, and what are the advantages and disadvantages of consolidating or reorganizing service providers?
- To what extent are service providers in the area of interest accountable to the population being served?
- What governance structures currently exist among the service providers of interest?
- What is the consultant's evaluation of current and potential management efficiencies as they relate to optimal service provision and optimal spheres of influence?

### **Draft Municipal Service Review Report**

The Draft Municipal Service Review Report will consist of the following:

- An analysis of the data collected and preparation of preliminary findings and presentation of those findings to key staff for review and comment.

- The report shall provide research, analysis, and recommendations for the relevant findings and determinations with respect to Government Code Sections 56425 and 56430.
- Preliminary Presentation of Draft Municipal Service Review to the Commission .
- Presentation of Draft Municipal Service Review to the Santa Clarita community at the initiation of the public comment period.