

REQUEST FOR PROPOSAL

MUNICIPAL SERVICE REVIEW OF THE FOLLOWING WATER AGENCIES: HUNTINGTON MUNICIPAL WATER DISTRICT, PALMDALE WATER DISTRICT, AND SATIVA COUNTY WATER DISTRICT

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 Huntington Municipal Water District, Palmdale Water District, and Sativa County Water District. 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." This LAFCO is responsible for establishing, reviewing and updating sphere of influence boundaries for the local agencies in Los Angeles County. Thus, LAFCO has determined it necessary to update the spheres of influence of the afore-mentioned local agencies.

This service review of public water service providers is to be conducted by a professional service firm under the operational direction of the LAFCO Executive Officer and is the subject of this Request for Proposals (RFP).

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 each of the agencies and shall recommend how the spheres of influence for other local agencies providing the same services within proximity of the agency 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:
 - Experience with the operational aspects of public water systems in Southern California;
 - Familiarity with the CKH, the role and functions of LAFCOs, and the service review process;
 - Experience with operational aspects of a water agency;
 - Experience in governmental organization analysis, including performance measurement and benchmarking techniques;
 - Ability to interpret varied budget and planning documents;
 - Experience in identifying and 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. Identification of the lead professional responsible for the project and identification of the professional(s) who will be performing the day-to-day work.
3. 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.
4. A statement of related experience accomplished in the last five years and references for each such project, including the contact name, address and telephone number.
5. A statement regarding the anticipated approach for this project, explicitly discussing and identifying suggested changes to the Scope of Services (*Attachment 1*).
6. Identification of any information, materials and/or work assistance required from LAFCO to complete the project.
7. An overall project schedule, including the timing of each work task.
8. Information about the availability of all the professionals who will be involved in the work, including any associate consultants.
9. 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., Monday, August 22, 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. LAFCO office hours are 7:00 a.m. to 5:00 p.m., Monday – Thursday. The office is closed on Fridays.

VIII. Selection Process

Based on relevant work experience, the completeness of the responses and overall project approaches identified in the proposals received, up to three firms will be selected for further consideration, which may include follow-up interviews. Tentatively, the screening 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 September 30, 2011.

IX. LAFCO Contact

Sera Wirth
LAFCO
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XI. Reference Information

For general information about LAFCO, refer to the LAFCO web site: 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

Huntington Municipal Water District, Palmdale Water District, and Santa Clara County Water District

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 each of the agencies and shall recommend how the spheres of influence for other local agencies providing municipal services within proximity 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 service review must also identify and analyze any other agencies providing similar or duplicative services within the agency's service boundary area or within close proximity of the agency's service boundary area.

Local Context/Issues Identification

The study will include not only the existing service boundaries of each of the agencies but will also concentrate on the future planned growth of the area beyond its existing borders, identified as the sphere of influence. Furthermore, the study must include the proposed growth of any future annexation proposals contemplated by the agency.

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 Service Review 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 six factors and responses to comments;
 - Presentation of final report to Commission at public hearing;

- Commission's adoption of report and determinations;
- B. Data: LAFCO staff has already submitted to the agencies a Request for Information Questionnaire. In addition, the LAFCO has prepared electronic GIS maps of each of the agencies and other service providers relevant to this study. LAFCO staff shall make available the data received.

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:

- How much population growth is anticipated within the agency service area and sphere of influence over the next 5, 10, 15 years?
- How much is municipal service demand anticipated to increase within the agency's sphere of influence over the next 5, 10, 15 years?
- What is the current adequacy of service provided within the agency boundaries?
- To what extent are the service providers able to meet anticipated growth in demand?
- What are the present and planned land uses within the existing sphere of influence?
- What contiguous unincorporated areas could potentially be included in the agency's sphere of influence?
- Which service provider(s) is (are) best equipped to serve the unincorporated areas contiguous to the agency boundaries?
- What is the current capacity of public facilities and adequacy of public services that the local agencies are providing?
- What opportunities exist for service providers in and near the agency boundaries 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?
- What cost avoidance opportunities, financing constraints and financing opportunities exist in providing water service to the area of interest?
- How do cost avoidance opportunities, financing constraints and financing opportunities affect the optimal service delivery to areas contiguous to the agency?

- What opportunities for rate restructuring exist?
- What government structure options exist relevant to the provision of water service in the areas of agencies, 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.