

EXHIBIT A

Project Task List

The consultant will update the Municipal Service Review (MSR) and Sphere of Influence (SOI) for the countywide fire suppression and emergency service agencies. This will include making MSR and SOI recommendations and determinations based on independent assessment of available data, and independent analysis of data submitted by those agencies for review. The subject review, assessment, and recommendation must include determinations based on the factors contained in Government Code Sections 56430 and 56425(e). The various tasks involved with this project are expected to include the following:

TASK 1 – Preparation

- I. The project team will attend an initial project kick-off or initiation meeting with staff from El Dorado LAFCO. At this meeting, it is anticipated that the proposed scope-of-work will be thoroughly reviewed and discussed. Key issues of focus sought by El Dorado LAFCO will be translated into performance measures and conveyed to the team. The team will also preview our overall approach, outline key methodologies, identify deliverable dates/schedule, and confirm contact and coordination information.
- II. Prepare a draft, standardized Request for Information (RFI) tool for use in MSR/SOI in consultation with LAFCO staff and focused on those performance measures developed in the previous task (1A). Ultimately, this MSR will provide the basis for facilitating the Commission's formal determinations per the CKH Act. The RFI will seek information on:
 - a) Current and historical data;
 - b) Future forecasts including land-use and demographic changes;
 - c) Existing water supply for fire protection and ISO rating;
 - d) Changes in Personnel, Budget and Programs since completion of the previous MSR;
 - e) Equipment and Vehicle status including ages and anticipated phase-out dates;
 - f) Issues and alternative solutions related to future needs;
 - g) The total population and the total number of residents currently receiving service for each fire service agency;
 - h) All areas currently receiving service that are: a) outside the existing boundaries; and b) outside the existing sphere of influence (SOI);
 - i) The existing and projected service needs over the next 5, 10, and 20 years;
 - j) Any studies done by each fire service agency relative to its operations and expansion or modification of facilities, equipment, and vehicles in the last 5 years;
 - k) The existing and projected service demand for each fire service agency for the next 5, 10 and 20 years;
 - l) Any actual and potential Disadvantaged Unincorporated Communities (as identified by El Dorado LAFCO and El Dorado County) and the needs or deficiencies of those areas relative to public services; and
 - m) The major issues facing each fire service agency over the next 5-year and the next 10-year periods, and potential actions by LAFCO (e.g. sphere of influence changes or initiation of mergers, consolidations, or dissolutions) that could assist in alleviating these issues, if any.
- III. Distribute Draft RFI to LAFCO staff for review and comment.
- IV. Finalize RFI tool(s).

TASK 2 – Information Collection and Verification

- I. Distribute RFI tool(s) to each fire service agency for completion.
- II. Collect available information from each fire service agency per the RFI.

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- III. Gather growth projection information from relevant state, regional, sub-regional and local agencies. Reconcile data, note significant discrepancies, and disaggregate projections to each local agency's level.
- IV. Collect relevant source documents for each agency, such as applicable statutes, service area maps, master service plans, management plans, audits, budgets, and other information relevant to completing service reviews.
- V. Consult with federal, state, and local agencies, including Cal Fire and the US Forest Service, as to their interactions with each fire service agency and any issues they perceive.
- VI. Drawing upon extensive experience working with special districts, the consultants will carefully scrutinize the veracity of the information provided, compare it against previously submitted profiles, flag areas of pre-existing concern, note where mitigated corrections have, or have not been made, seek out possible explanations, and identify service threats and inconsistencies from any number of wide-ranging potential causal factors. The emphasis will be placed upon changes in personnel, budget and programs since completion of the previous MSR.

TASK 3 – Administrative Draft MSR/SOI Update

- I. Prepare an administrative draft MSR/SOI Update report that includes:
 - a) A summary description about each fire service agency, including applicable maps, tables and graphs.
 - b) Recommended written determinations for each of the factors in Government Code §56430. Relative to § 56430 (a) (2) and (3), the report shall provide discussion and analysis of the needs and deficiencies of services for any identified and potential Disadvantaged Unincorporated Communities in the boundary and sphere areas, as well as the feasibility of extending service to these areas. Written determinations will also include potential effect of agency services on agricultural and open space lands.
 - i. The approach to this project will include summarizing key developments and changes to equipment, facilities, and the financial ability to provide services over the past several years for each fire service agency
 - ii. Identify key ongoing threats, inconsistencies, and challenges from a range of issues (e.g., new regulations).
 - c) The analysis and determinations for both the MSR and SOI will be guided by specific performance measures. Performance measures will serve as a streamlined scoping effort for this project and the following information sources will be considered:
 - i. LAFCO's previous MSR/SOI for the fire service agencies written in 2011;
 - ii. tailoring of the various data/information requests (RFI's);
 - iii. new regulatory/institutional changes; and
 - iv. the consultant's analyses of data relevant to identified issues.
 - d) It is anticipated that the updated MSR/SOI will be approximately 300 pages in length, including appendices. It is noted that LAFCO would prefer a document that provides relevant discussion without becoming a compendium of information.
- II. In conjunction with LAFCO staff, South Fork Consulting will distribute the administrative draft MSR/SOI to LAFCO staff for review and comment. Upon approval from LAFCO, the Administrative Draft may be shared with fire service agency staff for an informal technical review.

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TASK 4 – Public Review Draft MSR/SOI Study

- I. Based on the input received on the administrative draft MSR/SOI report, consultants will prepare a public review draft including all updated information from Task 3.
- II. In conjunction with LAFCO staff, consultants will distribute/make available the draft MSR/SOI to LAFCO and the general public, and present the public review draft report to LAFCO for review and comment at a public hearing.
 - a. The Consultant may also include additional public outreach for review of the draft MSR/SOI Study in the form of (3) public outreach townhalls within (3) locations spaced throughout the County of El Dorado.
- III. Consultants will prepare a PowerPoint presentation that outlines the key issues associated with this MSR/SOI.
- IV. Consultants will make a presentation to LAFCO's Commission during an in-person or remotely-configured public meeting.

TASK 5 – Final Service Review Report

- I. Based on direction from LAFCO subsequent to the public hearing on the public review draft MSR/SOI report, prepare a final service review report for each agency containing:
 - a) A cover, title pages and a table of contents.
 - b) All updated information included in Task 3 and Task 4, as adopted by the Commission.
- II. Consultants will prepare a PowerPoint presentation that outlines the key issues associated with this MSR/SOI.
- III. Consultants will make a presentation to LAFCO's Commission during an in-person or remotely-configured public meeting.

As part of Task 5, the consultant will organize supporting documents including MSR related questionnaires, response letters, other documents and information, make a list of items into an organized packet, and provide these documents to LAFCO.

Scope - Conclusion

South Fork Consulting has carefully read the RFP from El Dorado LAFCO and agrees to provide the services as described. Based on our preliminary review of El Dorado LAFCO's past MSR and SOI documents for the County's fire and emergency services, we believe that the information contained within the RFP provides a solid foundation for the collection and analysis of new data that will better inform LAFCO and each fire and emergency service provider as they continue to work together for the benefit of the public. It is our intention to provide a robust analysis, backed by quantitative and qualitative data, to inform the future direction of each fire service agency based on their ability to provide sustainable, adequate, and cost-effective coverage. We will focus on current and emerging issues in El Dorado County and build analyses, updated policy discussions, and consideration of key challenges related to service providers from this existing foundation. Our focus will be to analyze key performance measures relevant to each determination.

Project Schedule

Our project team can commence work on this consultancy immediately upon signing a contract. Below is a suggested schedule and should LAFCO wish to extend or reduce the schedule for fiscal or timing reasons, our staff is available and amenable to a schedule alteration as otherwise agreed upon. We will review and finalize the tentative schedule with LAFCO staff as part of the work plan development (i.e. development of the final scope of services). In order to achieve the approximately ten-month schedule proposed below, our team is available to start work in July 2020 as proposed in LAFCO’s RFP. We anticipate releasing the public review draft MSR no later than February, 2021. The table below is a tentative schedule of milestones based on adoption of the MSR/SOI Update by May 2021. The dates in bold indicate deadlines critical to maintain proposed project completion date.

Milestone	Estimated Start Date	Estimated Completion Date
Task 1: Data Collection and Review		
LAFCO Contract Approval		July 1, 2020
Kick-off Meeting with LAFCO Staff (Post-award meeting)		July 1–14
Develop Work Plan, Schedule, Template, and agree upon final performance measures to be utilized.	July 1	July 14
Task 2: Data Analysis		
Develop and Send RFI	July 15	July 30
Agency Responses Received		September 1
Interviews with Agencies	August 15	September 1
Data Deadline: Any new data submitted after this deadline will incur additional consulting fees and require a schedule adjustment	September 21	September 21
Task 3: Administrative Draft MSR/SOI		
Analyze and Prepare Preliminary Findings	October 1	December 15
Preliminary Findings/Administrative Report sent to LAFCO and Agency staff		December 16
Comments from LAFCO and District staff is received by Consultant		January 1, 2021
Task 4: Draft MSR Report		
Prepare Draft MSR	January 1	Feb 15
Release of Draft MSR		Feb 15
Presentation of Draft MSR at Commission Meeting		Mar 15
Comment Period Ends		Mar 22
Task 5: Final MSR Report		
Respond to Comments and Prepare Final MSR	April	May
Presentation of Final MSR for Adoption at Commission Meeting		May 30
Release of Final MSR with Findings		June

**Note: LAFCO generally meets on the 4th Wednesday of the month*