



REQUEST FOR PROPOSALS FOR MUNICIPAL SERVICE REVIEWS AND SPHERE OF INFLUENCE STUDIES FOR THE CITY OF PLACERVILLE, CITY OF SOUTH LAKE TAHOE, and CAMERON PARK COMMUNITY SERVICES DISTRICT

I. INTRODUCTION

General Information

The El Dorado Local Agency Formation Commission (LAFCO) seeks proposals from professional consulting firms to prepare municipal service reviews and sphere of influence studies for the City of Placerville, City of South Lake Tahoe, and Cameron Park Community Services District (Fire protection services provided by the Cameron Park Community Services were studied in the 2022 Fire & EMS MSR).

This work is to be completed in compliance with applicable California Government Code provisions (Attachment A), the LAFCO Service Review Guidelines as prepared by the Governor's Office of Planning and Research, and El Dorado LAFCO's Policies and Guidelines.

There is no expressed or implied obligation for LAFCO to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.

To be considered, a response to this request must be received by Erica Sanchez, Interim Executive Officer, El Dorado Local Agency Formation Commission, 550 Main Street, Suite E, Placerville, CA 95667, by close of business, Thursday June 30, 2022. LAFCO reserves the right to reject any or all proposals submitted.

During the evaluation process, LAFCO reserves the right, where it may serve LAFCO's best interest, to request additional information or clarifications from responders, or to allow corrections of errors or omissions. At the discretion of LAFCO, firms submitting proposals may be requested to make oral presentations as part of the evaluation process.

LAFCO reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal is acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between LAFCO and the firm selected.

It is anticipated the selection of a firm will be completed in August 2022. Following the notification of the selected firm, it is expected a contract will be executed between both parties no later than August 31, 2022.

Background

In 1963, the State Legislature created Local Agency Formation Commissions (LAFCOs) to help direct and coordinate California's growth in a logical, efficient, and orderly manner. Each county within California is required to have a LAFCO. LAFCOs are charged with the responsibility of making difficult decisions on proposals for new cities and special districts, spheres of influence, consolidations, and annexations.

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LAFCOs are required by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH Act", Government Code §56000 et seq.) to prepare service reviews of local agencies. LAFCOs are required to conduct these reviews prior to, or in conjunction with, updating spheres of influence (SOIs). LAFCOs must complete the initial service reviews of all cities and special districts by January 1, 2008.

LAFCO is responsible for establishing, reviewing and updating as necessary the SOIs for two cities, six dependent special districts and 47 independent special districts in El Dorado County. In preparing service reviews and SOI updates, the Commission is implementing a phased work plan involving a combination of countywide, sub-area and individual agency reviews. The purpose and scope of this MSR/SOI study, and the subject of this RFP, will be the two municipalities in El Dorado County and one Community Services District on the west slope. This review is to be conducted by a professional consulting firm under the direction of the LAFCO Executive Officer.

El Dorado LAFCO

El Dorado LAFCO is a seven-member commission, consisting of the following categories: two members from the El Dorado County Board of Supervisors, two members from city councils, two members from special district boards of directors and one member from the public at large. Each of the four categories has an alternate Commissioner who serves in the absence of the regular member. Current staff to El Dorado LAFCO includes an Interim Executive Officer, a full-time Assistant Policy Analyst, one part-time Administrative Assistant and legal counsel. El Dorado LAFCO also utilizes consultant assistance on a limited basis to supplement staff efforts.

II. SCOPE OF SERVICES:

A discussion on the MSR's scope of service as currently envisioned by LAFCO is included immediately below. A final scope of services will be negotiated with the firm selected to conduct these service reviews and will be included with the professional services agreement to be approved by LAFCO.

The CKH Act requires LAFCO to prepare an analysis of each service provider and a written statement of determinations with respect to each of the following:

- (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) The potential effect of agency services on agricultural and open space lands.

(Note: several of these elements overlap in terms of subject matter. The report may consolidate sections, but should provide a set of recommended determinations that indicate the required element to which they apply.)

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A discussion on the SOI's scope of service as currently envisioned by LAFCO is included immediately below. A final scope of services will be negotiated with the firm selected to conduct these service reviews and will be included with the professional services agreement to be approved by LAFCO.

The CKH Act requires LAFCO to prepare an analysis of each service provider and a written statement of determinations with respect to each of the following:

- (1) The present and planned land uses in the area, including agricultural and open-space lands.
- (2) The present and probable need for public facilities and services in the area.
- (3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
- (4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
- (5) For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

In Sections 4 and 5 of the "Commission Policies and Guidelines," El Dorado LAFCO outlines its methodology guidelines for preparation of municipal service reviews and sphere of influence studies. These can be found on the "Resources" tab on the LAFCO website, www.edlafco.us. The Governor's Office of Planning and Research has additional information for preparing service reviews.

El Dorado LAFCO has compiled some information that will be made available to the qualified applicant if necessary. The report should reflect local LAFCO policies. Specific information can be found on the LAFCO website.

The consultant is expected to use any and all available information relevant to the MSR/SOI study, including interviews, surveys, previous research, reports, city or County general plans, previous sphere studies, authorities under the law, etc. Sufficient data and information should be collected to construct a clear, concise and comprehensive report. LAFCO desires to focus efforts on a city's and CSD's capacity and capability to provide service (and where applicable feasible opportunities for more efficiency) rather than study all services at same level of detail. It is therefore important for a proposal to demonstrate an approach that gets to the relevant discussion without becoming a huge compendium of information.

Identification of Service Providers

The following chart summarizes the services the two cities provide (or are empowered to provide) and the Cameron Park Community Services District (CPCSD):

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	City of Placerville	City of South Lake Tahoe	Cameron Park CSD
Airport administration		X	
Cable TV franchise administration		X	
Drainage	X		
Fire suppression	X (outsourced)	X	X
Law enforcement	X	X	
Lighting and landscape	X		X
Parks and recreation	X	X	X
Road maintenance	X	X	
Public transportation		X	
Snow removal		X	
Water	X		
Wastewater	X		
Solid waste collection			X
CC&R Administration			X
Weed Abatement			X

Note: The CPCSD MSR will reference the 2022 Fire and EMS MSR when applicable

City of Placerville

The City of Placerville is located 130 miles northeast of San Francisco, CA and 120 miles southwest of Reno, NV, in the Sierra Nevada Mountains.

The city is empowered as a general law city, governed by state law and local ordinances, to provide services within its boundaries. The City of Placerville has several divisions, covering various services, including Police, Public Works and Recreation. Services provided by the Public Works Division include street sweeping, snow removal, tree trimming, and some lighting services. The city administers two lighting and landscaping maintenance districts (LLMD) that are located within the city limits. The City is contracted to provide police services to the City of Auburn and other unincorporated areas outside of the City limits.

City of South Lake Tahoe

The City of South Lake Tahoe is located 190 miles northeast of San Francisco, CA, and 60 miles southwest of Reno, NV, in the Sierra Nevada Mountains. The city encompasses an area of approximately nine square miles with an average elevation of 6,200 feet above sea level. The entire Tahoe Basin receives most of its moisture in the form of snow which varies greatly in amount from year to year.

The City of South Lake Tahoe is a general law city in El Dorado County, CA. It was incorporated on November 30, 1965. The City is governed by a Council/Manager form of government made

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up of five council members elected to four-year, overlapping terms. The city provides a wide range of services including: police and fire protection, street maintenance, airport management, public transportation, parks and recreation, planning, building and safety, public improvements, and general administration.

Cameron Park Community Services District

The Cameron Park Community Services District (CPCSD) was formed on June 26, 1961 by Resolution 97 -61 of the Board of Supervisors. The CPCSD boundaries include most of the Cameron Park community between El Dorado Hills, Shingle Springs and Rescue. CPCSD has two service areas. The area where CPCSD provides all services is approximately 4,160 acres, or 6.5 square miles. The "limited services area," in which CPCSD provides all empowered services, except for fire suppression encompasses an additional 232 acres or 0.4 square miles. Services and facilities are concentrated around the Cameron Park Drive/Cambridge Road corridor between Highway 50 and Green Valley Road. The general topography consists of a central valley along the Deer Creek Drainage. Much of the valley is enclosed between ridges on the east and west with mature stands of brush and dense oak woodlands. Slopes range from 15% to 35%. The average elevation of the district is approximately 1,250 feet. Major access roads/inhabited corridors include Highway 50, Cameron Park Drive, Cambridge Road and Green Valley Road.

Areas of Interest:

As a part of this report, the study should also address areas of interest where the cities/district may foresee extending services to in the future.

Purpose of the Report:

MSR/SOI studies are intended to (1) provide data bases needed to promote orderly growth and development with consideration of service issues, costs and practices that affect housing, water supply, open space and important agricultural land; (2) provide contextual information to guide LAFCO actions such as project-specific decisions; (3) identify service issues and providers and update service provider records; (4) initiate dialogues among service providers with the objective of avoiding unnecessary costs, excess construction and waste, and improving services while planning for necessary infrastructure; and (5) identify appropriate government structure changes which could benefit service users.

Process

Preparation of the report will include the following steps:

1. Data collection, including but not limited to, interviews, surveys and research of existing information and documents
2. Interpretation and analysis

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3. Produce administrative draft report of MSR/SOI with appropriate findings, determinations and recommendations for LAFCO staff review. The MSR/SOI report must be readable and suitable for use by elected officials, service providers and the public. The consultant shall present issues in the most succinct manner possible while including necessary content and ensuring readability including:
 - Brief background section (CKH Overview, purpose and study methodology as presented in the scope of work).
 - Brief description of MSR/SOI study area and affected providers including a Table of Providers (See sample in Attachment 2).
 - Summary of important issues, conclusions, and analyses by evaluation category.
 - Service level/industry standards comparison tables.
 - Draft MSR determinations and recommendations.
 - Draft SOI determinations and recommendations
5. Presentation of draft MSR to El Dorado LAFCO for distribution to affected and interested agencies for comment
6. Review of Draft report by LAFCO Commission, LAFCO staff, affected/interested agencies and the public
7. Preparation of final draft addressing comments from LAFCO Commission, LAFCO staff, affected/interested agencies and the public, including findings, determinations and recommendations
8. Presentation of final report to Commission at public hearing
9. Commission's adoption of final report and determinations
10. Organize supporting documents

If the consultant finds it necessary or meaningful, a "kick-off" meeting can be arranged and organized by LAFCO staff so that the process can be introduced to city and CSD staffs.

El Dorado LAFCO is committed to providing MSR/SOIs that are conducted in a fair, accurate and objective manner. The intent is to provide valuable and practical conclusions for improvements to service provision where possible. Also, the Commission wishes to provide effective and meaningful opportunities for public participation in the review process.

Data

To the extent appropriate and feasible, research for preparation of the service review should include the following sources and subjects. LAFCO will make available as many resources, data and information at its disposal; however, the consultant is expected to gather data from the agencies or other sources if necessary. Some information sources may be specific to the agencies.

- Principal acts
- General plans/zoning ordinances
- Recent and proposed projects
- Master service plans

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- Agency maps
- District/city policies
- Board, management and administrative manuals/procedures
- Existing spheres of influence
- Demographic information
- Projected growth
- Communities of interest
- Regional agencies providing support
- Criteria/best practices as used by appropriate industry groups
- Capital improvement plans
- Existing operating/capital improvement budgets
- Environmental impact reports, if applicable and/or available
- Existing joint agreements and contracts
- Infrastructure map
- Current and planned financing plans for service upgrades and capacity improvements
- Agency bond ratings
- Agency investment policies, if applicable
- Joint financing/shared facilities
- Agency budgets and financial reports, including revenue sources and expenditures
- District cost avoidance practices
- Insurance
- Customer needs and preferences
- Per mile service cost
- Competitive bid policies
- Comparable rate information
- Current organizational chart
- Mission statement
- Continuing education/training
- Staffing levels
- Opportunity for customer comments
- Available revenues
- Amounts and types of reserves
- Adopted policies for reserves
- AB 8 share/Gann limit
- Surplus property policies

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- Board policies and practices
- Days/hours of operation
- Annual reports/status reports
- Newsletters
- Voter participation

These data should result in a report that:

- a) Provides flexible and creative alternatives for agencies in need of new service options
- b) Provides logical and reasonable recommendations, yet also makes innovative suggestions for solutions to service and policy issues
- c) Includes the appropriate charts, graphs and maps to provide clear and organized documentation for its findings, conclusions and recommendations
- d) Includes recommended findings, conclusions and actions to present to the Commission for their determination based on the research done in this study

III. BUDGET:

Proposals that demonstrate that the final product will meet the requirements of the CKH Act and provide useful information in a concise format at the lowest cost will be looked upon in a favorable light. A final budget amount for this project will be negotiated with the firm selected for the work prior to an agreement being recommended to LAFCO for adoption. Proposals should contain four cost breakdowns. The first breakdown is for completing an MSR/SOI study for the City of Placerville only. The second breakdown is for completing an MSR/SOI study for the City of South Lake Tahoe only. The third breakdown is for completing and MSR/SOI study for the Cameron Park Community Services District. The fourth breakdown is for completing a study for both cities and CPCSD combined.

IV. SCHEDULE:

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.

V. PROPOSAL REQUIREMENTS:

Responses to this RFP must include all of the following:

1. A statement about the firm that describes history, competencies and résumés of the principal and of all professionals who will be involved in the work. This statement should address the following criteria:
 - A management level understanding of how the full range of municipal services are financed and delivered
 - A familiarity with the CKH Act, the role and functions of LAFCOs, and the service review process
 - Experience in governmental organization analysis, including performance measurement

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and evaluation

- Ability to facilitate and synthesize input from a variety of sources
 - Ability to interpret varied budget and planning documents
 - Experience in identifying and fostering multi-agency cooperation
 - Public input processes and handling the presentation and dissemination of information to local agencies and the public for review and comment
 - The ability to work cooperatively with divergent interests
 - Specifically substantiated statement of the firm's or individual's qualifications to perform the work, ability to stay within budget and meet deadlines
2. Identification and designation of the individuals who would be available to perform the work, including résumés documenting their experience and competence to perform that work. Include a contact person with telephone number.
 3. Identification of any sub-consultants who will be involved. If sub-consultants are proposed, describe the work they will perform and include the same information for each sub-consultant as required for items 1 and 2 above.
 4. Information about the availability of all the professionals who will be involved in the work, including any sub-consultants.
 5. A statement of similar or related experience accomplished in the last three years and references for each such project, including the contact name, address and telephone number.
 6. Description of the anticipated approach for this project, explicitly discussing and identifying any suggested changes to the draft scope of services (see section II above).
 7. Disclosure of potential conflicts of interest with local agencies in El Dorado County.
 8. Identification of any information, materials and/or work assistance required from El Dorado LAFCO to complete the project.
 9. Project schedule, including the timing of each work task.
 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 draft scope of services
 - c. The hourly rates for each person who will be involved in the work, including the rates for any sub-consultants
 11. One copy of a completed MSR which your firm has prepared, if applicable.

Other Information Required in Proposal

The firm shall make a positive statement that it has the required insurance policies in force in acceptable amounts of coverage for Professional Liability, Workers Compensation, Comprehensive General Liability and Auto (Owned and Non-Owned). Prior to any

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commencement of services, the firm will be required to provide certificates of insurance coverage to LAFCO.

Submittal Requirements:

DUE DATE:

On or before 5 P.M., Thursday June 30, 2022.

NUMBER OF COPIES:

Four (4) original copies and one (1) fully reproducible copy.

DELIVER TO:

El Dorado LAFCO
550 Main Street, Suite E
Placerville, CA 95667

Note: If the delivery is to be made in person, please first call the LAFCO office (530-295-2707) to arrange a delivery time.

VI. EVALUATION CRITERIA

Proposals will be evaluated based upon their response to the provisions of this Request for Proposal and by the following criteria:

- Expertise with writing MSRs
- Ability to work with pertinent parties and knowledgeable experts
- Provide detailed outline of cost estimates

Please note that this will be a competitive selection process.

Based on the criteria above, the completeness of the responses, cost and the overall project approach identified in the proposals received, the most qualified firms will be invited, at their expense, for an interview with the selection committee. The selection committee may be composed of Commissioners, the Executive Officer, other LAFCO staff and possibly representatives from the agencies.

Following interviews, the most qualified firm will be selected and a recommended agreement including budget, schedule and a scope of services will be negotiated. Final selection will be made by LAFCO by approving a professional services agreement for the work.

VII. OTHER INFORMATION

This request does not constitute an offer of employment or contract. Firms are encouraged to contact Erica Sanchez, Interim Executive Officer at (530) 295-2707 with any questions relating to this RFP.

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