



Local Agency Formation Commission of Napa County
Subdivision of the State of California

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We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture

Agenda Item 6b

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer

MEETING DATE: August 3, 2015

SUBJECT: Study Schedule Update and Work Program

RECOMMENDATION

Staff recommends the Commission discuss the staff report and approve the four specified actions included as part of Alternative Three with any desired changes.

BACKGROUND

In February 2008, the Commission adopted an ambitious study schedule for fiscal year 2008-09 through 2012-13 outlining the specific timeline for completion of the agency's second round of municipal service reviews (MSRs) and sphere of influence (SOI) updates pursuant to California Government Code (G.C.) Sections 56430 and 56425, respectively. The Commission amended the study schedule in November 2008, June 2010, and December 2011 primarily in response to (1) unanticipated increases in proposal activity and (2) reduction in available staff resources associated with the Commission hosting the 2011 CALAFCO Annual Conference at Silverado Resort. Additionally, two separate vacancies in the agency's Executive Officer position further reduced the Commission's ability to meet the adopted study schedule timeline.

DISCUSSION

The Commission's existing MSR policy (Attachment One) states, "*The Commission may also amend the study schedule to add, modify, or eliminate calendared municipal service reviews to address changes in circumstances, priorities, and available resources.*" It is therefore within the Commission's authority to direct staff to amend the policy in recognition of recent changes in available resources associated with the departure of the agency's previous Executive Officer in December 2014. Additional language in the MSR policy may also warrant amendments if desired by the Commission. Further, the Commission's adopted study schedule (Attachment Two) warrants reconsideration given that many studies are past due.

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Brendon Freeman
Executive Officer

ANALYSIS

Staff has explored options that would allow the Commission to complete its second round of MSRs and SOI updates (“studies”) pursuant to the requirements of G.C. Sections 56425 and 56430. Current progress on the study schedule is included as Attachment Three to this report. This undertaking includes conferring with LAFCO staff in other counties to discuss their methodologies. Other LAFCOs typically perform their studies through a combination of in-house staff resources coupled with outside consultants. It is important to note that following their first round of studies, many LAFCOs do not prepare subsequent studies for all individual local agencies within their jurisdictions. A summary of alternative LAFCO models is provided below.

Orange LAFCO (Attachment Four)

Orange LAFCO prepared an extensive first round of studies resulting in agency fatigue and lack of interest among the majority of stakeholders for subsequent comprehensive updates. They performed minimal information collection and analysis during their second round of studies. Their third round of studies involved grouping all agencies according to previous MSR determinations and found the majority of agencies do not require comprehensive updates. This involved using ongoing monitoring technology with a focus on best practices and fiscal trends for local agencies. This third round of studies resulted in the re-confirmation of earlier MSR determinations and re-affirmation of existing SOIs for most agencies within Orange County.

Sacramento LAFCO (Attachment Five)

Sacramento LAFCO performed a focused first round of agency-specific MSRs. For the second round of studies, staff uses an MSR request for information worksheet and questionnaire that is distributed to each local agency. Staff works closely with each agency to ensure that accurate and complete information is provided to the Commission. MSRs inform the need to perform a comprehensive SOI update. In general, no comprehensive SOI update is needed. SOI updates are typically performed in conjunction with large development projects that require annexation.

Yolo LAFCO (Attachment Six)

Yolo LAFCO uses a checklist format to determine level of information needed for each local agency in updating their MSRs and, as necessary, SOIs. For any agency in which the MSR concludes there is no need for a comprehensive SOI update, Yolo LAFCO adopts a resolution making an explicit determination that no SOI update is necessary for the affected agency. This allows Yolo LAFCO to better utilize and prioritize their limited staff resources while continuing to meet legislative mandates.

Other LAFCOs use models that are successful given their unique local conditions and circumstances. In particular, the other counties discussed above each consist of a much higher number of local agencies to be reviewed pursuant to G.C. Sections 56425 and 56430. Additionally, while the Orange LAFCO web-based model is innovative and could be used by Napa LAFCO in the future, implementation in Napa County would require the acquisition of new technical infrastructure and expertise. Given time constraints, as well as the differences between Napa County and the other counties reviewed, it would be appropriate to draw from their experience and use only the tools that can be successfully implemented locally and immediately.

It is also important to note that the Commission is on pace to realize a significant budget surplus associated with salaries and benefits due to the reduction in agency staff from 2.5 to 1.5 full-time employees. The vacant full-time Analyst position will result in a surplus within the Salaries and Benefits expense account totaling approximately \$71,600. At this time, staff recommends that the current fiscal year budget be amended to transfer this surplus from salaries and benefits to the budget line item for consultants. This would allow staff to utilize consultants to prepare the more comprehensive MSR and/or SOI studies, while in-house staff would prepare abbreviated studies as appropriate. When combined with agency reserves, the current budget surplus will be more than sufficient to cover the estimated costs associated with hiring consultants to prepare studies for the Commission.

Given the current staffing levels and needs of Napa LAFCO, staff is recommending that to the Commission direct staff to perform MSRs and SOI updates for all local agencies included in the adopted study schedule through a hybrid approach that uses a combination of in-house staff resources and private consultants. Given the estimated costs to prepare these studies and the Commission's purchasing policies which only provide the Executive Officer with discretion to select service contracts totaling a maximum of \$5,000, staff is recommending the Commission authorize distribution of a Request for Proposals (RFP) for these services and return with a recommended service provider or multiple service providers as early as the next regular meeting. A draft RFP is included as Attachment Eight to this report, for the Commission's review.

Assuming that the Commission will agree that the use of private consultants is appropriate to assist in completing the necessary studies, staff has identified three alternative processes for satisfying LAFCO's obligation to perform MSRs and SOI updates now and in the future, for the Commission's consideration. Each of these alternatives would require specific actions to be taken and would result in the Commission meeting the mandates of G.C. Sections 56425 and 56430. The three alternatives are described as follows:

Alternative One

Alternative One represents the status quo in which the Commission, every five years, holds a public hearing and adopts a study schedule calendaring MSRs and SOI updates for each local agency in Napa County under LAFCO's jurisdiction. The Commission's existing study schedule and policy on MSRs would remain unchanged. Consultants would be enlisted to assist staff in completing the current round of studies. Upon completion of the current round of studies, the Commission would immediately commence its third round of studies in accordance with existing policies and procedures. Alternative One would require the following specific actions:

- 1) Approve a budget transfer in the amount of \$71,600 from Salaries and Wages (Account #51100) to Consulting Services (Account #52310)
- 2) Authorize the Executive Officer to distribute the RFP to private consultants

Alternative Two

Alternative Two involves retaining the existing policy on MSRs, but amending the existing study schedule to reorganize individual studies in response to concerns from local agencies. This includes separating out each of the three North Valley cities and moving them to the front of the study schedule to allow them to be studied individually and expeditiously. Upon completion of the current round of studies, the Commission would immediately

commence its third round of studies in accordance with existing policies and procedures, which includes scheduling a public hearing for a future meeting to adopt a new study schedule. Alternative Two would involve the Commission taking the following specific actions:

- 1) Approve amendments to the existing study schedule as described above
- 2) Approve a budget transfer in the amount of \$71,600 from Salaries and Wages (Account #51100) to Consulting Services (Account #52310)
- 3) Authorize the Executive Officer to distribute the RFP to private consultants

Alternative Three

Alternative Three involves amending the Commission's existing "Policy on Municipal Service Reviews" and replacing the Commission's adopted MSR Study Schedule with the following Work Program (Attachment Seven). Under the new Work Program, each of the three North Valley cities would be separated out to allow them to be studied individually in greater detail.

Alternative Three differs from Alternative Two with respect to the Commission's approach for future studies. The proposed amendment to the Commission's Policy on MSRs would remove Section IV(a), which requires adoption of a study schedule at a public hearing every five years. Upon completion of the current round of studies, the Commission would adopt a new Work Program scheduling studies and ongoing agency activities. The Work Program would provide the Commission with the greatest level of flexibility and responsiveness to local agency needs. Alternative Three would involve the Commission taking the following specific actions:

- 1) Approve the amendment to the Policy on MSRs as described above
- 2) Adopt the Work Program (Attachment Seven) replacing the existing study schedule
- 3) Approve a budget transfer in the amount of \$71,600 from Salaries and Wages (Account #51100) to Consulting Services (Account #52310)
- 4) Authorize the Executive Officer to distribute the RFP to private consultants

Staff anticipates that, in future years, the current staff level, when combined with private consultants hired on an as needed basis, will remain adequate and appropriate to maintain ongoing agency operations. As explained above, staff does not recommend investing resources in recruiting, hiring, and training a new full-time Analyst to serve the Commission at this time, given the need to get back on schedule expeditiously. However, during the budgeting process for next fiscal year (2016-17), staff will provide the Commission with an evaluation of staffing needs based on its experience utilizing consultants during fiscal year 2015-16.

ATTACHMENTS

- 1) Proposed Amendment to Policy on Municipal Service Reviews (tracked changes)
- 2) Study Schedule
- 3) Progress on Study Schedule
- ~~4) Orange LAFCO MSR/SOI Example~~
- ~~5) Sacramento LAFCO MSR/SOI Questionnaire and Study Example~~
- ~~6) Yolo LAFCO MSR/SOI Checklist and Study Example~~
- 7) Proposed Work Program LAFCO of Napa County
- 8) Draft Request for Proposals for MSRs and SOI Updates

All omitted attachments are available as part of LAFCO's June 29th special meeting staff report for item 8a available on website under "Staff Reports"



LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY

Policy on Municipal Service Reviews

I. Background

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 requires the Commission to prepare municipal service reviews in conjunction with its mandate to review and update each local agency's sphere of influence every five years as necessary. The legislative intent of the municipal service review process is to inform the Commission with regard to the availability, capacity, and efficiency of governmental services provided within its jurisdiction prior to making sphere of influence determinations. Municipal service reviews must designate the geographic area in which the governmental service or services are under evaluation. Municipal service reviews must also include determinations addressing the governance factors prescribed under Government Code Section 56430 and any other matters relating to service provision as required by Commission policy.

II. Purpose

The purpose of these policies is to guide the Commission in conducting municipal service reviews. This includes establishing consistency with respect to the Commission's approach in the (a) scheduling, (b) preparation, and (c) adoption of municipal service reviews.

III. Objective

The objective of the Commission in conducting municipal service reviews is to proactively and comprehensively evaluate the level, range, and structure of governmental services necessary to support orderly growth and development in Napa County. Underlying this objective is to develop and expand the Commission's knowledge and understanding of the current and planned provision of local governmental services in relationship to the present and future needs of the community. The Commission will use the municipal service reviews not only to inform subsequent sphere of influence determinations but also to identify opportunities for greater coordination and cooperation between providers as well as possible government structure changes.

IV. Municipal Service Review Policies

~~A. Scheduling~~

~~Beginning in 2008, and every five years thereafter, the Commission will hold a public hearing to adopt a study schedule calendaring municipal service reviews over the next five year period. Public hearing notices will be circulated 21 days in advance to all local agencies as well as posted on the Commission website. The Commission will generally schedule municipal service reviews in conjunction with sphere of influence updates. The Commission, however, may schedule municipal service reviews independent of sphere of influence updates. The Commission may also amend the study schedule to add, modify, or eliminate calendared municipal service reviews to address changes in circumstances, priorities, and available resources.~~

~~In adopting a study schedule, the Commission may calendar three types of municipal service reviews. These three types of municipal service reviews are 1) service specific, 2) region specific, and 3) agency specific and are summarized below.~~

- ~~• A service specific municipal service review will examine particular governmental services across multiple local agencies on a countywide basis.~~
- ~~• A region specific municipal service review will examine the range of governmental services provided by local agencies within a particular area.~~
- ~~• An agency specific municipal service review will examine the breadth of governmental services provided by a particular local agency.~~

B. Preparation

The Commission will encourage input among affected local agencies in designing the municipal service reviews to enhance the value of the process among stakeholders and capture unique local conditions and circumstances effecting service provision. This includes identifying appropriate performance measures as well as regional growth and service issues transcending political boundaries. The Commission will also seek input from the affected local agencies in determining final geographic area boundaries for the municipal service reviews. Factors the Commission may consider in determining final geographic area boundaries include, but are not limited to, spheres of influence, jurisdictional boundaries, urban growth boundaries, general plan designations, and topography.

The Commission will prepare the municipal service reviews but may contract with outside consultants to assist staff as needed. Data collection is an integral component of the municipal service review process and requires cooperation from local agencies. The Commission will strive to reduce the demands on local agencies in the data collection process by using existing information resources when available and adequate. All service related information compiled by local agencies will be independently reviewed and verified by the Commission.

Each municipal service review will generally be prepared in three distinct phases. The first phase will involve the preparation of an administrative report and will include a basic outline of service information collected and analyzed by staff. The administrative report will be made available to each affected local agency for their review and comment to identify any technical corrections. The second phase will involve the preparation of a draft report that will be presented to the Commission for discussion at a public meeting. The draft report will incorporate any technical corrections identified during the administrative review and include determinations. The draft report will be made available to the public for review and comment for a period of no less than 21 days. The third phase will involve the preparation of a final report and will address any new information or comments generated during the public review period and will be presented to the Commission as part of a public hearing.

In addition to making determinations on various factors as prescribed by Government Code Section 56430, the Commission will additionally make determinations with respect to the relationship with regional growth goals and policies.

C. Adoption

The Commission will complete each scheduled municipal service review by formally receiving a final report and adopting a resolution codifying its determinations as part of public hearing.



**LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY
STUDY SCHEDULE (2008/09-2014/15)**

**Municipal Service Reviews (Government Code §56430)
Sphere of Influence Reviews (Government Code §56425)**

Adopted: February 4, 2008
Amended: November 3, 2008
Amended: June 7, 2010
Amended: December 5, 2011

Fiscal Years 2008/2009 and 2009/2010

South Napa County

Municipal service review will examine the governmental services provided by the City of American Canyon, American Canyon Fire Protection District, and County Service Area No. 3. The municipal service review will precede sphere of influence reviews for all three local agencies.

Lake Berryessa Area

Municipal service review will examine the governmental services provided by the Lake Berryessa Resort Improvement District, Napa-Berryessa Resort Improvement District, and the Spanish Flat Water District. The municipal service review will precede sphere of influence reviews for all three local agencies.

Fiscal Year 2010/2011

County Service Area No. 4

Municipal service review will examine the governmental services provided by County Service Area No. 4 and will precede a sphere of influence review.

Napa County Regional Park & Open Space District

Municipal service review will examine the governmental services provided by the Napa County Regional Park & Open Space District will precede the establishment of a sphere of influence review.

Napa County Mosquito Abatement District

Municipal service review will examine the governmental services provided by the Napa County Mosquito Abatement District and will precede a sphere of influence review.

Fiscal Year 2011/2012

Law Enforcement Services

Municipal service review will examine public law enforcement (i.e., police protection) services provided in Napa County.

Fiscal Year 2012/13

Central Napa County

Municipal service review will examine the governmental services provided by the City of Napa, Napa Sanitation District, Silverado Community Services District, and Congress Valley Water District. The municipal service review will precede sphere of influence reviews for all four local agencies.

Fiscal Year 2013/14

Circle Oaks County Water District

Municipal service review will examine the governmental services provided by the Circle Oaks County Water District and will precede a sphere of influence review.

Napa County Flood Control and Water Conservation District

Municipal service review will examine the governmental services provided by the Napa County Flood Control and Water Conservation District and will precede a sphere of influence review.

Napa County Resource Conservation District

Municipal service review will examine the governmental services provided by the Napa County Resource Conservation District and will precede a sphere of influence review.

Napa River Reclamation District No. 2109

Municipal service review will examine the governmental services provided by the Napa River Reclamation District No. 2109 and will precede a sphere of influence review.

Fiscal Year 2014/15

North Napa Valley

Municipal service review will examine the governmental services provided by the Cities of Calistoga, St. Helena, and Town of Yountville. The municipal service review will precede sphere of influence reviews for all three local agencies.

Los Carneros Water District

Municipal service review will examine the governmental services provided by the Los Carneros Water District and will precede a sphere of influence review.

Cemetery Services

Municipal service review will examine public interment services provided in Napa County and will precede a sphere of influence review of the Monticello Public Cemetery District and the Pope Valley Cemetery District.

LAFCO of Napa County	Recent MSR	Recent SOI Update	What is Needed?	Condensed Study?
FISCAL YEARS 2008-09 & 2009-10				
South Napa County				
City of American Canyon	June 2009	June 2010	N/A	N/A
American Canyon Fire Protection District (ACFPD)	June 2009	June 2010	N/A	N/A
County Service Area No. 3 (CSA #3)	June 2009	October 2012	N/A	N/A
Lake Berryessa Area				
Lake Berryessa Resort Improvement District (LBRID)	April 2011	December 2012	N/A	N/A
Napa Berryessa Resort Improvement District (NBRID)	April 2011	April 2013	N/A	N/A
Spanish Flat Water District (SFWD)	April 2011	August 2013	N/A	N/A
FISCAL YEAR 2010-11				
County Service Area No. 4 (CSA #4)	December 2010	December 2010	N/A	N/A
Napa County Regional Park and Open Space District (NCRPOSD)	December 2010	December 2010	N/A	N/A
Napa County Mosquito Abatement District (NCMAD)	May 2010	May 2010	N/A	N/A
FISCAL YEAR 2011-12				
Law Enforcement Services	June 2012	N/A	N/A	N/A
FISCAL YEAR 2012-13				
Central Napa County				
City of Napa	April 2014	April 2014	N/A	N/A
Napa Sanitation District (NSD)	April 2014	April 2015 (Draft)	Final SOI	N/A
Congress Valley Water District (CVWD)	April 2014	February 2008	SOI	N/A
Silverado Community Services District (SCSD)	April 2014	August 2007	SOI	N/A
FISCAL YEAR 2013-14				
Circle Oaks County Water District (COCWD)	October 2004	June 2007	MSR & SOI	Yes
Napa County Flood Control & Water Conservation District (NCFCWCD)	June 2007	June 2007	MSR & SOI	Yes
Napa County Resource Conservation District (NCRCD)	December 2006	February 2007	MSR & SOI	Yes
Napa River Reclamation District #2109 (NRRD)	August 2005	April 2007	MSR & SOI	Yes
FISCAL YEAR 2014-15				
North Napa Valley				
City of Calistoga	June 2008	August 2008	MSR & SOI	No
City of St. Helena	June 2008	August 2008	MSR & SOI	No
Town of Yountville	August 2007	August 2007	MSR & SOI	No
Los Carneros Water District (LCWD)	October 2004	June 2007	MSR & SOI	Yes
Cemetery Services				
Monticello Public Cemetery District (MPCD)	August 2008	October 2008	MSR & SOI	Yes
Pope Valley Cemetery District (PVCD)	August 2008	October 2008	MSR & SOI	Yes

LAFCO of Napa County Work Program

Project Name	Priority	Project Type	Commencement	Completion	Staff or Consultant
Napa Sanitation District SOI	1	SOI (Comprehensive)	February 2015	August 2015	Executive Officer
Silverado Community Services District SOI	2	SOI (Abbreviated)	July 2015	October 2015	Executive Officer
Napa Pipe	1	SOI and Annexation	August 2015	September 2015	Executive Officer
City of Calistoga	1	MSR and SOI (Comprehensive)	August 2015	April 2016	Consultant
City of St. Helena	1	MSR and SOI (Comprehensive)	August 2015	April 2016	Consultant
Town of Yountville	1	MSR and SOI (Comprehensive)	August 2015	April 2016	Consultant
Circle Oaks County Water District	2	MSR and SOI (Abbreviated)	August 2015	April 2016	Consultant
Napa County Resource Conservation District	2	MSR and SOI (Abbreviated)	August 2015	December 2015	Executive Officer
Napa County Flood Control & Water Conservation District	2	MSR and SOI (Abbreviated)	October 2015	February 2016	Executive Officer
Los Carneros Water District	2	MSR and SOI (Abbreviated)	October 2015	April 2016	Consultant
Congress Valley Water District*	2	SOI (Abbreviated)	December 2015	April 2016	Executive Officer
Napa River Reclamation District #2109	2	MSR and SOI (Abbreviated)	December 2015	June 2016	Executive Officer
Monticello Public Cemetery District	3	MSR and SOI (Abbreviated)	February 2016	June 2016	Executive Officer
Pope Valley Cemetery District	3	MSR and SOI (Abbreviated)	February 2016	June 2016	Executive Officer
Memorandum of Understanding (MOU) with County	1	Contract Amendment	March 2015	February 2016	Executive Officer and Commissioners
New Proposals (4 to 8 Annually)	1	Annexation or Reorganization	N/A	N/A	Executive Officer
Public Records Requests (1 to 3 Annually)	1	Research and Information Sharing	N/A	N/A	Secretary
Completion Proceedings for Approved Annexations	1	Official Filings and Processing	N/A	N/A	Executive Officer and Secretary
Expiring Commissioner Terms	1	Information and Notification	December (Annual)	May (Annual)	Executive Officer
Budget Cycle	1	Financial Analysis and Projections	December (Annual)	June (Annual)	Executive Officer and Commissioners
Chair and Vice-Chair Designation	1	Information	January (Annual)	December (Annual)	Executive Officer
Website Maintenance	2	Ongoing Updates	N/A	N/A	Secretary
Electronic Document Management System Back-Filing	3	Historical File Archiving	July 2015	June 2016	Secretary and Consultant
Geographic Information Systems Updates	3	Mapping Updates	N/A	N/A	Executive Officer
Outside Service Agreement Requests (1 or 2 Annually)	1	Emergency Service Extensions	N/A	N/A	Executive Officer and Chair
Policy Revisions (1 to 3 Annually)	3	Policy Analysis and Amendments	N/A	N/A	Executive Officer and Commissioners
CALAFCO Staff Workshop	2	Training and Networking	April (Annual)	April (Annual)	Executive Officer and Secretary
CALAFCO Conference	2	Training and Networking	September (Annual)	September (Annual)	Executive Officer and Commissioners
Bay Area LAFCO EO Meetings (2 Annually)	3	Information Sharing and Networking	As Scheduled	As Scheduled	Executive Officer
Bay Area LAFCO Clerks Meetings (4 Annually)	3	Information Sharing and Networking	As Scheduled	As Scheduled	Secretary
State Legislation (CALAFCO Legislative Committee)	3	Ongoing Analysis and Updates	N/A	N/A	Executive Officer
Public Comments on Local Agency Projects	3	Analysis and Information Sharing	N/A	N/A	Executive Officer
Audit	1	Research and Information Sharing	August (Annual)	December (Annual)	Secretary

* City of Napa requests delaying CVWD SOI to allow for needed discussions regarding expiring water contract

Local Agency Formation Commission of Napa County

Request for Proposals

To Prepare:

Municipal Service Reviews (MSRs) and Sphere
of Influence (SOI) Updates

Including:

City of Calistoga
City of St. Helena
Town of Yountville
Circle Oaks County Water District
Los Carneros Water District

Response due by Friday, September 11, 2015 at 5:00pm

Issued August 4, 2015

LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY REQUEST FOR PROPOSALS

The Local Agency Formation Commission of Napa County (“Napa LAFCO”) is seeking qualified candidates to prepare Municipal Service Reviews (MSRs) and Sphere of Influence (SOI) Updates for the City of Calistoga, City of St. Helena, Town of Yountville, Circle Oaks County Water District (COCWD), and Los Carneros Water District (LCWD) (See Exhibit A for agency boundaries).

Municipal Service Review (MSR) Guidelines

The Cortese-Knox-Hertzberg Act requires LAFCOs to complete MSRs to develop baseline information for updating SOIs. MSRs must be done before or in conjunction with SOIs. The statute sets forth the form and content of the MSR, which must inform the Commission on the following seven issues (California Government Code Section 56430):

1. Growth and population projections for the area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Capacity of public facilities, adequacy of public service and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared services.
6. Accountability for community service needs, including governmental structure and operation efficiencies.
7. Any other matter related to effective or efficient service delivery.

Sphere of Influence (SOI) Guidelines

In determining the SOI of each local agency, the SOI study should consider and prepare a written statement of determinations with respect to each of the following (California Government Code Section 56425):

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 they are relevant to the agency.
5. The present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

Scope of the Project

Maps of each subject agency are included in Exhibit A. Napa LAFCO is not interested in restating information from past MSRs and SOIs. Examples of previous MSRs and SOIs can be found on the Napa LAFCO website (http://www.napa.lafco.ca.gov/s_municipal_reviews.aspx).

Expectations of the Consultant(s)

The successful firm(s) or individual(s) will accomplish the following:

1. The report(s) should use any and all available information relevant to both the MSR and SOI including interviews, surveys, previous research, reports, engineering reports, adopted district budgets, audit reports, state department reports, local health department reports, county general plans, previous MSR and SOI studies, authorities under the law, etc. Sufficient data and information should be collected to construct a clear, concise and comprehensive report.
2. The report(s) should reflect local LAFCO policies where applicable. Specific information can be found on the Napa LAFCO website (www.napa.lafco.ca.gov/p_general_policies.aspx).
3. Development of the report(s) should be conducted in a fair, accurate, and objective manner. The intent is to provide valuable and practical conclusions for improvements to service provision where possible.
4. Development of the report(s) should provide effective and meaningful opportunities for public participation in the review process.

MSR/SOI Process and Deliverables

Preparation of the report will include the following steps:

1. Data collection: including but not limited to soliciting the subject local agencies for information, interviews, research of existing information and documents available.
2. Conduct outreach to the agencies and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR process.
3. Review, interpretation and analysis: review and analysis of all the information collected, including engineering reports and financial data.
4. Produce Administrative Draft MSRs/SOIs including maps for the agencies, appropriate findings, determinations, and recommendations for LAFCO staff review (electronic PDF and Word versions). A copy of all reference materials should also be provided.
5. Incorporate comments, edits and corrections and submit Draft MSRs/SOIs to Napa LAFCO for distribution to the Commission and affected agencies for comment (electronic PDF and Word versions).
6. Preparation of Final MSRs/SOIs addressing comments from the Commission, LAFCO staff, affected agencies, and the public. This

- includes findings, determinations, and recommendations (electronic PDF and Word versions). Attendance at the Commission meeting(s) approving the Final MSRs/SOIs is required.
7. Napa LAFCO will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSRs/SOIs. CEQA analysis should not be included in the proposal.
 8. Following Commission approval of the MSRs/SOIs, please provide LAFCO with a final electronic version (both PDF and Word versions) for distribution.

Contents of Proposal

The proposal shall be specifically responsive to this request and shall include, but not necessarily be limited to, the following:

1. General statement by the firm or individual about the proposal including an understanding and general approach to accomplishing the work as outlined. The statement should demonstrate the experience and qualifications to perform the required duties.
2. Specifically substantiated statement of the firm or individual's qualifications to perform the work, ability to stay within budget, and meet deadlines.
3. Identification and designation of the individual(s) who would perform the work, including resumes documenting their experience and competence to perform that work. Note that any subsequent changes in staff performing the work will require prior approval by Napa LAFCO.
4. General time line and scope of work required to complete the documents in the most efficient and timely manner. The timeline should identify numerous check-in meetings with LAFCO staff as appropriate.
5. General proposal costs and identification of basic work tasks including a list of the firm's hours/rate structure for completing the scope of work. The costs should specify deliverables as well as the number of meetings and presentations included in the fee.
6. List of references.
7. Sample of comparable study or report prepared by your firm.

Proposal deadline is Friday, September 11, 2015 at 5:00pm.

Evaluation Process

Napa LAFCO staff will review each proposal and evaluate the ability of each individual or firm to meet the expectations defined herein. References will be contacted. The proposals will be ranked and the top firms will be invited to an interview with staff, Commissioners, and potentially representatives from the subject agencies. The Commission also reserves the right to award the contract(s) without interviews, based upon the initial written proposals. A consultant or multiple consultants will then be selected and the contract approval process will begin. Napa LAFCO may modify this evaluation process as appropriate or needed.

Consultant Selection

The following attributes will be considered in determining the award of the contract:

1. Understanding of the project and commitment to meet the expectations outlined in this RFP
2. Ability to work well with Napa LAFCO and subject agency staff
3. Expertise with writing MSR/SOIs
4. Ability to produce a clear, well-researched and definitive product
5. Provide clear and reasonable outline of cost estimates and past performance with staying within budget

Additional Information

Agreement:

No prior, current, or post award verbal conversations or agreement(s) with any officer, agent, or employee of Napa LAFCO shall affect or modify any terms or obligations of the RFP, or any contract resulting from this RFP. The selected consultant's or consultants' proposal(s) will become part of the agreement. Price quotations and other time dependent information contained in any proposal shall remain firm for a minimum of 90 days from the proposal submission deadline.

Contract Provisions:

Napa LAFCO reserves the right to reject any and all proposals, waive any irregularity in the proposals and/or to conduct negotiations with any firms or individuals, whether or not they have submitted a proposal. The Commission's initial draft of the contract form to be used for agreements is attached to this RFP as Exhibit B. Although the attached draft contract is subject to revision before execution by the parties, by submission of a proposal or statement of qualification the potential contractor indicates that except as specifically and expressly noted in its submission, it has no objection to the attached draft contract or any of its provisions, and if selected will enter into a final agreement based substantially upon the attached draft contract.

Non-Conforming Terms and Conditions:

Any proposal that includes terms and conditions that do not conform to this RFP is subject to rejection as non-responsive. Napa LAFCO reserves the right to waive any informalities or minor irregularities in connection with proposals received. Napa LAFCO reserves the right to permit a consultant to withdraw non-conforming terms and conditions from their proposal prior to the Commission taking action.

Collusion Among Respondents:

Each consultant, by submitting a proposal, certifies that it is not party to any collusive action relating to this RFP.

Conflict of Interest: Consultants and consultant firms submitting proposals in response to this RFP must disclose to Napa LAFCO any actual, apparent, or potential conflicts of interest that may exist relative to the services to be provided pursuant to this RFP. If the consultant or firm has no conflict of interest, a statement to that effect shall be included in the proposal.

Consultants:

During the preparation phases, Napa LAFCO reserves the right to hire consultants as necessary, in its discretion, to represent the Commission in this project.

Expenses Incurred:

There is no expressed or implied obligation for LAFCO to reimburse consultants for any expenses associated with this RFP.

Late Submissions:

Any proposal received after 5:00pm PST on September 11, 2015 will not be considered.

Public Records:

Until award of a contract, the proposals shall be held in confidence and shall not be available for public review. No proposal shall be returned after the date and time set for the opening thereof. All proposals shall become the property of the Napa LAFCO, and upon award of a contract(s) to the successful proposer(s), all proposals shall be public records.

Submittal

Any questions regarding this proposal shall be submitted electronically to BFreeman@napa.lafco.ca.gov.

Proposals shall be submitted electronically to BFreeman@napa.lafco.ca.gov or mailed to:

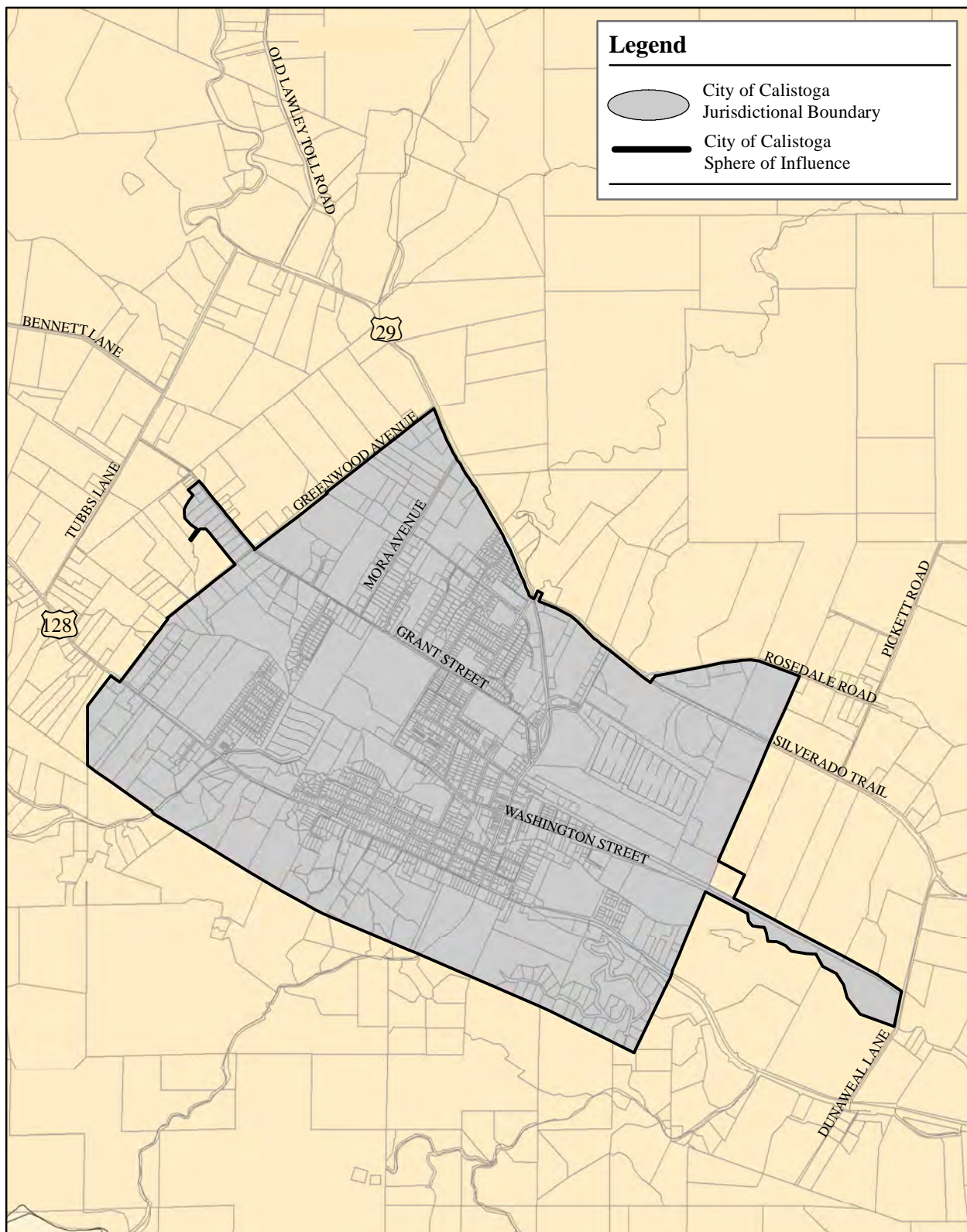
Napa LAFCO
1030 Seminary Street, Suite B
Napa, California 94559

Proposal deadline: **Friday, September 11, 2015, 5:00pm**

Respectfully requested,

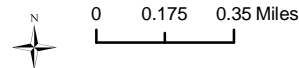
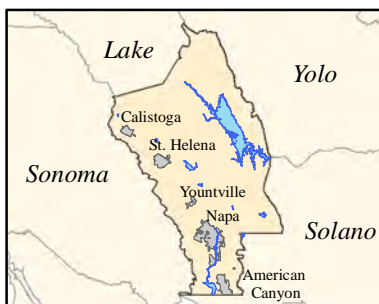
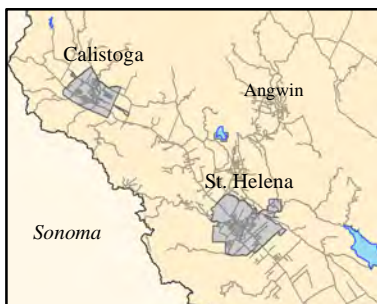
Brendon Freeman
Executive Officer

City of Calistoga



Legend

- City of Calistoga Jurisdictional Boundary
- City of Calistoga Sphere of Influence

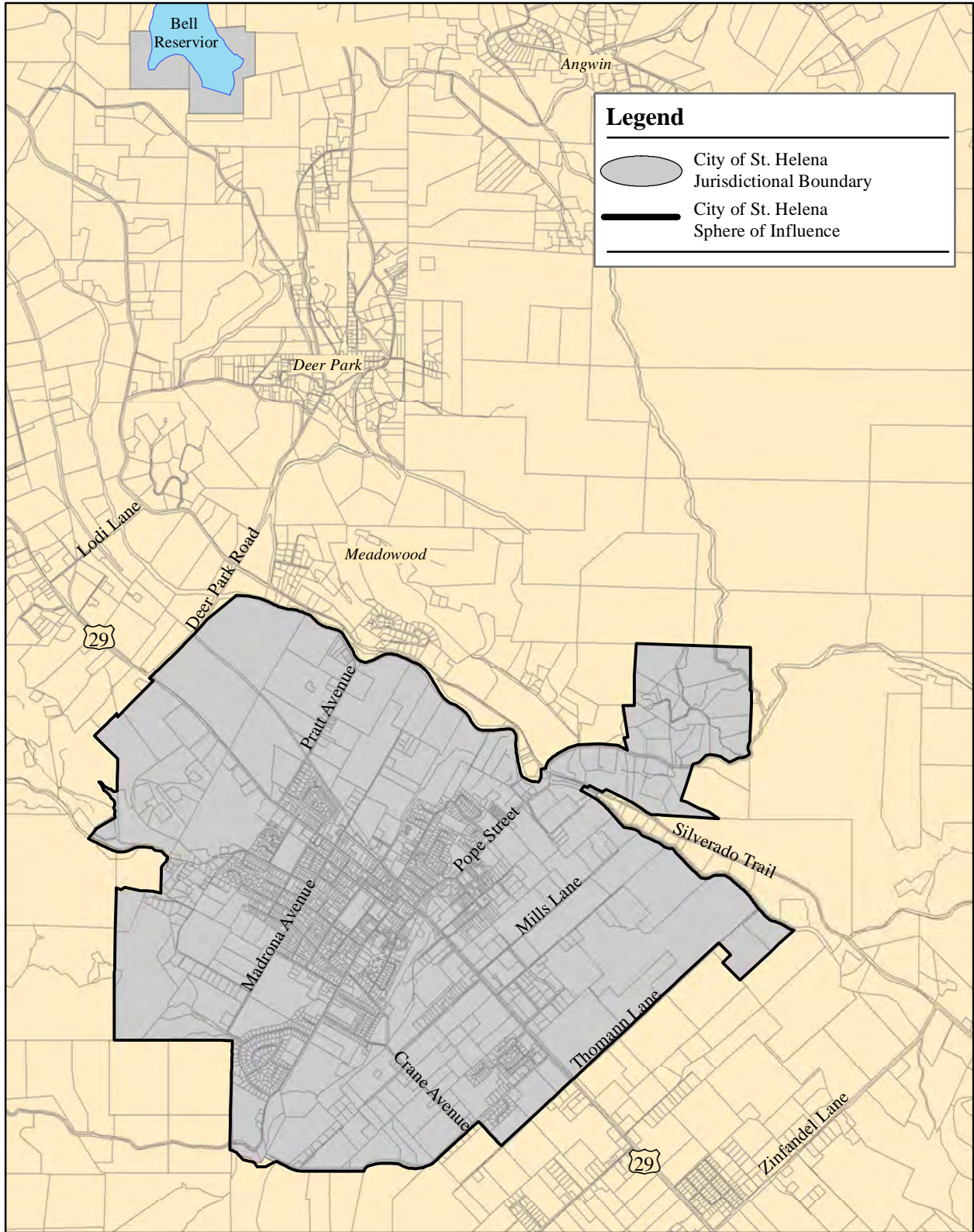


August 14, 2013
Prepared by BF





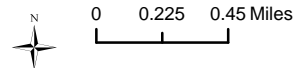
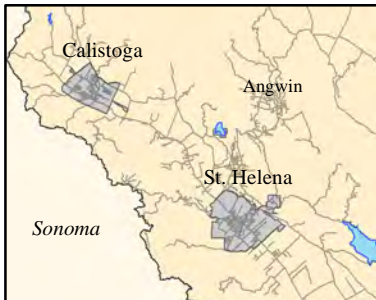
LAFCO of Napa County
1030 Seminary Street, Suite B
Napa, California 94559
www.napa.lafco.ca.gov

City of St. Helena



Legend

-  City of St. Helena Jurisdictional Boundary
-  City of St. Helena Sphere of Influence

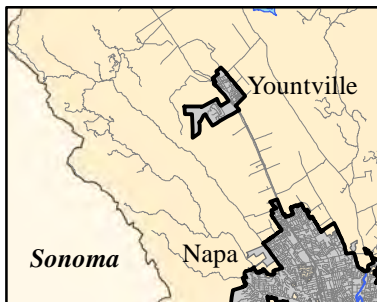
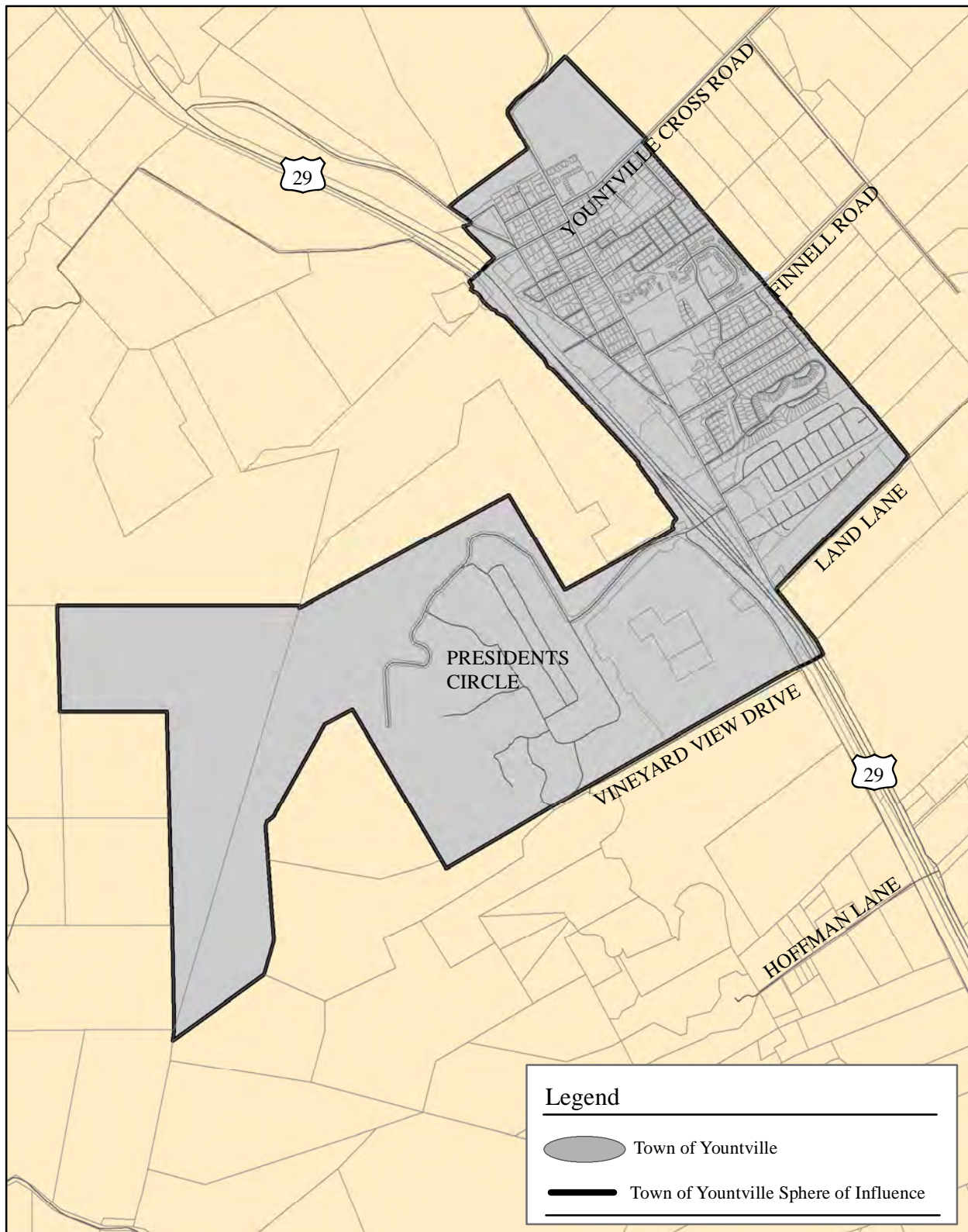


August 14, 2013
Prepared by BF



LAFCO of Napa County
1030 Seminary Street, Suite B
Napa, California 94559
www.napa.lafco.ca.gov

Town of Yountville

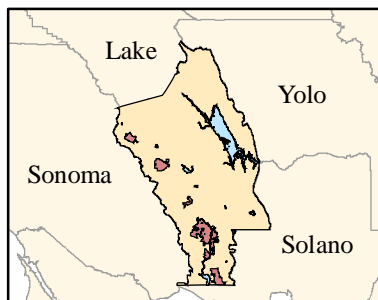
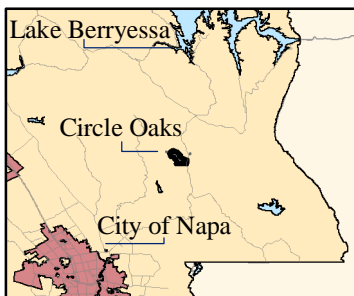
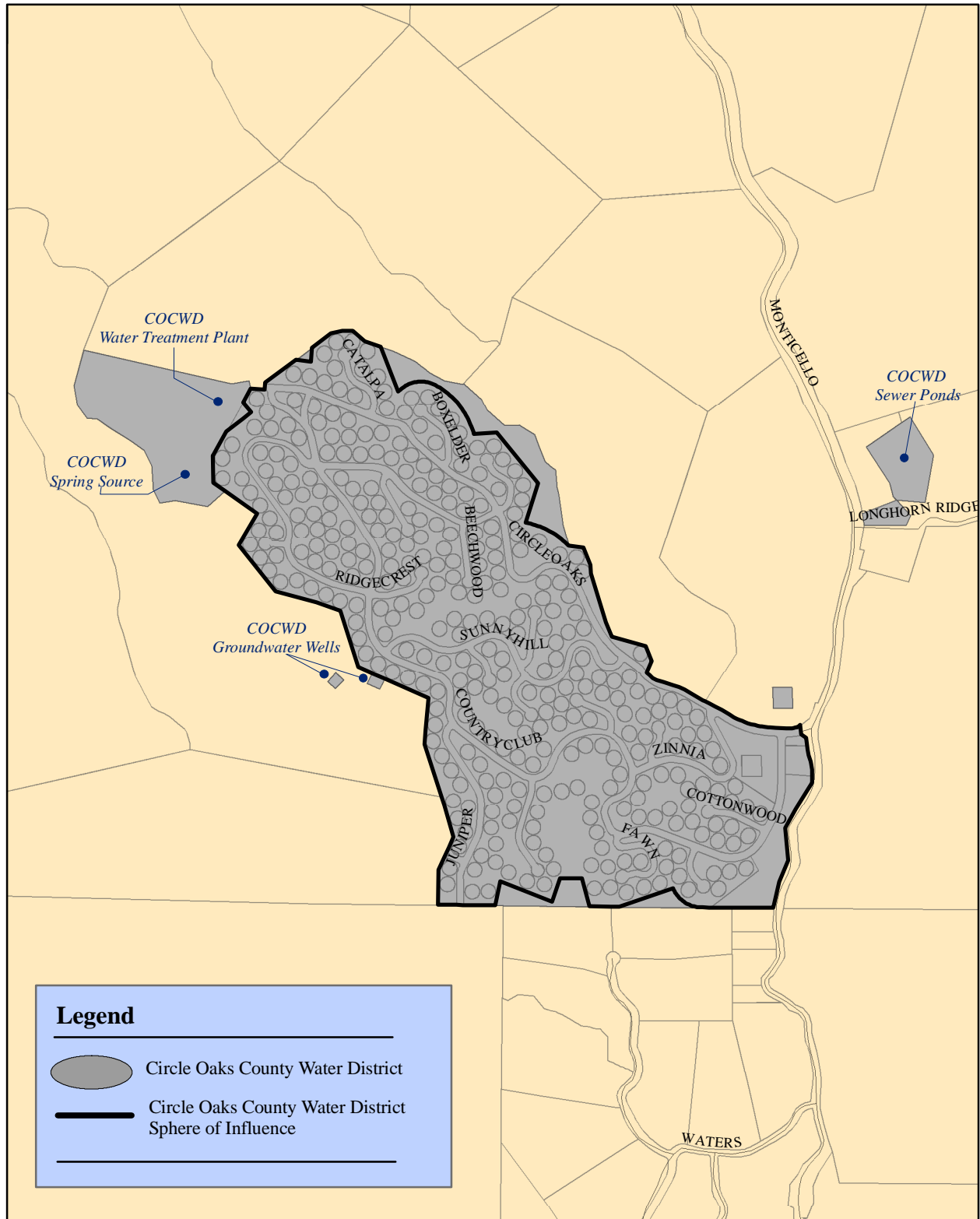


Not to Scale
November 12, 2013
Prepared by BF



LAFCO of Napa County
1030 Seminary Street, Suite B
Napa, California 94559
www.napa.lafco.ca.gov

Circle Oaks County Water District



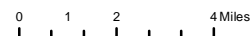
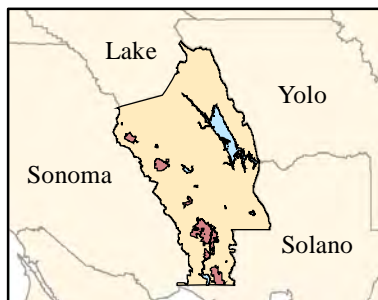
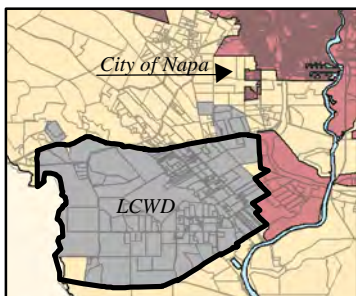
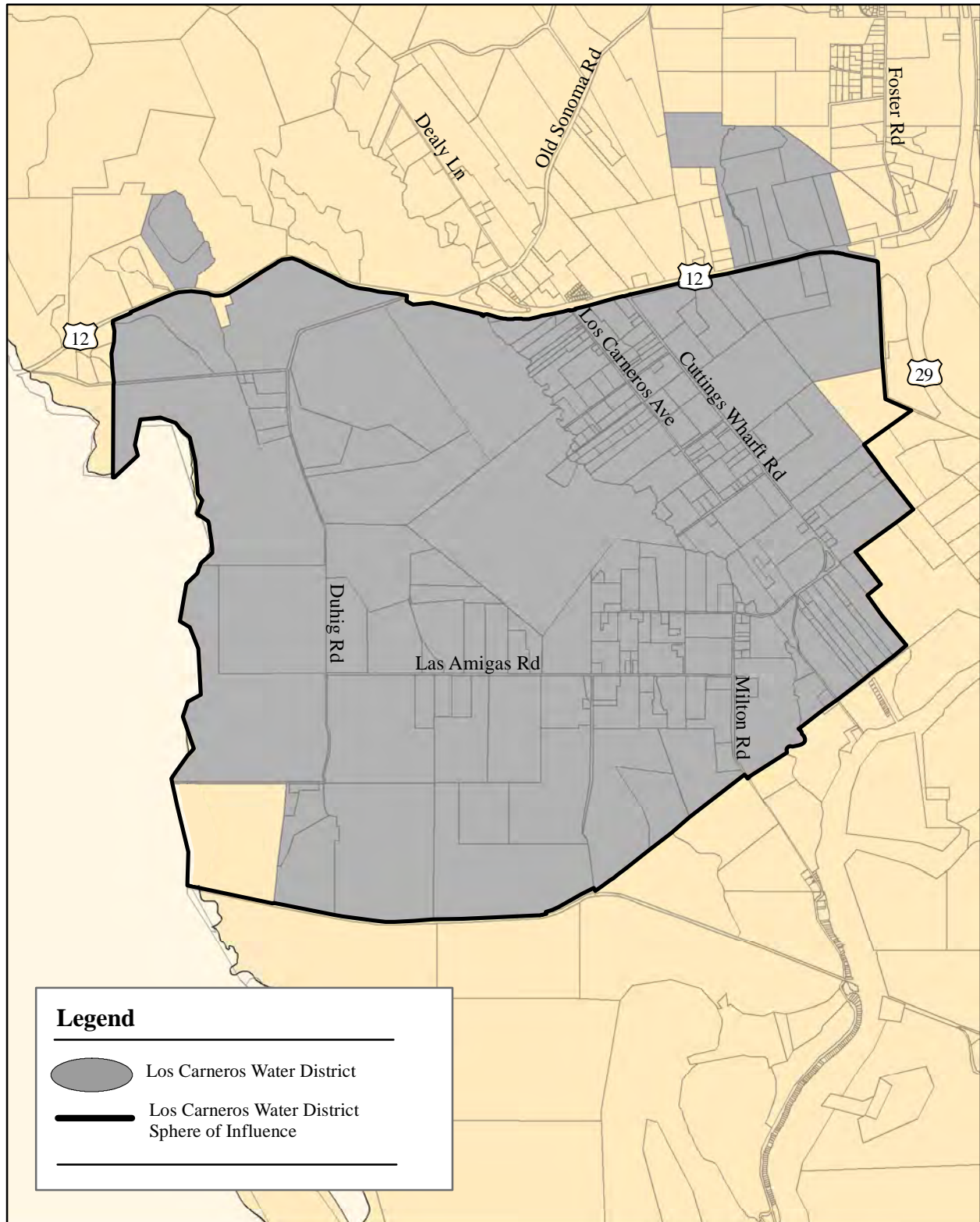
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May 23, 2007
Prepared by KS



LAFNC of Napa County
1700 Second Street, Suite 268
Napa, CA 94559
(707) 259-8645

Los Carneros Water District



June 27, 2015
Prepared by BF



LAFCO of Napa County
1030 Seminary Street, Suite B
Napa, CA 94559
(707) 259-8645