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 Executive Officer

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May 8, 2013 (Agenda)

May 8, 2013
 Agenda Item 9

Contra Costa Local Agency Formation Commission
 651 Pine Street, Sixth Floor
 Martinez, CA 94553

**Requests for Proposals – Second Round Water/Wastewater
 Municipal Service Review and Sphere of Influence Updates**

Dear Commissioners:

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) requires that on or before January 1, 2008, and every five years thereafter, LAFCO, as necessary, review and update the sphere of influence (SOI) of each local agency. As part of the SOI update, LAFCO must prepare a corresponding Municipal Service Review (MSR) to determine the range and adequacy of governmental services provided.

In April 2013, Contra Costa LAFCO completed its inaugural MSR cycle and the comprehensive review of all 19 cities and 75 special districts and corresponding SOI updates for most agencies.

In accordance with the CKH Act, LAFCO will initiate second round MSRs/SOI updates. For those agencies where an SOI update is not necessary, a cursory review may be performed. However, for the agencies where an SOI update may be necessary, a more comprehensive review will be conducted.

The second round MSRs/SOI updates were previously discussed with the Commission, and a complete status report was provided in March, in conjunction with the proposed budget. As discussed, the second round MSR cycle will begin with a countywide review of water/wastewater services.

Requests for Proposals

Contra Costa LAFCO has relied primarily on professional consultants to prepare its MSRs, with a few agency-specific MSRs prepared by LAFCO staff. Given the technical nature of water/wastewater services, it is recommended that LAFCO utilize professional consulting services for this MSR.

LAFCO staff has prepared the enclosed Request for Proposals (RFP) and draft Scope of Services for the Commission’s review and approval. The RFP calls for qualified consultants to prepare the MSR and SOI updates (as needed) for water/wastewater services. Under the direction of the LAFCO Executive Officer, the consultant will perform services as outlined in the attached RFP and draft Scope of Service.

Proposed Selection Process

In accordance with our previous MSRs, LAFCO staff proposes to establish a selection committee to help review and screen the written proposals, conduct the interviews, and make recommendations. The selection committee will be composed of LAFCO and municipal service professionals.

The review of proposals will include an assessment of written proposals, followed by interviews of the most qualified firms. Written proposals will be evaluated based on various criteria including, but not limited to, experience and qualifications of the firm, understanding of the required tasks, approach to conducting MSRs/SOI updates, experience and familiarity with LAFCO, qualifications of personnel who would be assigned to work with the Contra Costa LAFCO, and cost.

Following an assessment of the written proposals, the most qualified candidates will be invited to participate in an interview. Following the interviews, a summary of proposals and an award recommendation will be presented to the Commission in accordance with the proposed timeline as shown in the RFP.

Staff has compiled a list of potential bidders. A notice regarding the RFP will be sent to these firms. In addition, the RFP will be posted on the Contra Costa LAFCO, CALAFCO and California Special Districts Association websites.

FINANCING:

Adequate funding is included in the FY 2013-14 budget to cover the anticipated costs associated with the MSR/SOI updates.

RECOMMENDATION

1. Authorize the circulation of the Requests for Proposal for the Water/Wastewater MSR and SOI updates; and
2. Direct staff to return to the Commission with a recommended contract award in accordance with the proposed timeline.

Sincerely,

LOU ANN TEXEIRA
EXECUTIVE OFFICER

Attachments

1. Request for Proposals – Second Round Water/Wastewater MSR/SOI Updates
2. Draft Scope of Services – Second Round Water/Wastewater MSR/SOI Updates

REQUEST FOR PROPOSALS FOR COUNTYWIDE SECOND ROUND WATER/WASTEWATER MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE UPDATES

The Contra Costa Local Agency Formation Commission (LAFCO) is soliciting proposals from qualified consultants to prepare a countywide second round municipal service review and sphere of influence updates of providers of water and wastewater services in Contra Costa County.

REQUEST FOR PROPOSALS

Countywide Second Round Water/Wastewater Services Municipal Service Review/Sphere of Influence Updates

I. Objective

The Contra Costa Local Agency Formation Commission (LAFCO) completed Municipal Services Reviews (MSRs) for water and wastewater services in Contra Costa County in 2008. Based on the requirement in the California Government Code that MSRs be conducted in conjunction with sphere of influence (SOI) updates every five years as necessary, Contra Costa LAFCO is now seeking proposals from professional consulting firms to prepare the second round MSR of all municipal water and wastewater service providers in the County, along with corresponding SOI updates (districts only) as needed.

In addition to reviewing public agencies, the scope of work also involves reviewing other service providers (e.g., private, regional, state, federal) related to the countywide provision of water and wastewater services.

The work is to be performed in accordance with applicable California Government Code provisions and Contra Costa LAFCO policies and procedures. The MSR is intended to serve as a tool to help LAFCO, the local agencies and the public better understand the public service structure; and to develop information to update SOIs of local agencies in Contra Costa County. LAFCO is not required to initiate boundary changes based on MSRs. However, LAFCO, local agencies or the public may subsequently use the MSRs, together with additional analysis where necessary, to pursue changes in jurisdictional boundaries and/or SOIs.

II. About Contra Costa County

Contra Costa County is adjacent to Alameda, San Joaquin, Sacramento and Solano counties. The County covers a total of 805 square miles, of which approximately 732 square miles are land; and contains a diverse social and physical environment, with many urban and suburban areas in the western and central areas, and agricultural areas in the eastern region.

The County is composed of three distinct areas: West County, Central County and East County. There are 19 cities and approximately 75 special districts. The County's population exceeds one million, representing the ninth largest county in the State. Approximately 16% of residents live in the unincorporated areas.

The voters in Contra Costa County approved an urban limit line which limits urban development in the County to no more than 35% percent of the land in the County. At least 65% of all land in the county shall be preserved for agriculture, open space, wetlands, parks and other nonurban uses.

III. Background

In 1963, the State Legislature created LAFCOs to help direct and coordinate California's growth in a logical, efficient and orderly manner. Each of the 58 counties in California has a LAFCO. LAFCOs are charged with discouraging urban sprawl, encouraging orderly boundaries and formation of local agencies, preserving agricultural lands and open space, and regulating the extension of services outside jurisdictional boundaries.

In 2001, pursuant to the enactment of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH Act"; Government Code §56000 et seq.), LAFCO acquired responsibility for preparing MSR. On or before January 1, 2008, and every five years thereafter, LAFCO shall, as necessary, review and update the SOI for each local agency. In conjunction with the SOI updates, LAFCO shall prepare corresponding MSR.

Contra Costa LAFCO is responsible for reviewing and updating SOIs for nearly 100 public agencies in Contra Costa County (19 cities and 75 special districts). Contra Costa LAFCO recently completed its first MSR cycle, and is now embarking on its second round reviews, beginning with water and wastewater services. This review is to be conducted by a professional consulting firm under the direction of the LAFCO Executive Officer and is the subject of this Request for Proposal (RFP).

IV. Scope of Services

A draft scope of services is enclosed with this RFP (Attachment 1). A final statement of services will be negotiated with the firm selected to conduct the service review and will be included as part of the professional services agreement.

V. Budget

LAFCO has limited resources to devote to the many MSR to be conducted over the next few years. **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 most favorably.** A final budget amount for this project will be negotiated with the firm selected for the work prior to an agreement.

VI. Schedule

The timeline will be negotiated with the firm selected to conduct this review, and will be included with the professional services agreement to be approved by LAFCO.

VII. Proposal Requirements

Responses to this RFP must include all of the following:

1. A statement about the firm that describes history, as well as the competencies and resumes of the principal and all professionals who will be involved in the work. This statement should address the following:

General Expertise

- Familiarity with the CKH Act, the role and functions of LAFCO, and the MSR process
- Understanding of how municipal services are financed and delivered
- Experience in governmental organization analysis, including performance measurement and evaluation
- Ability to analyze and present information in an organized format
- Ability to interpret varied budget and planning documents

- Ability to facilitate and synthesize input from stakeholders
- Familiarity with public input processes and experience presenting and disseminating public information for review and comment in a public setting
- Experience in fostering multi-agency partnerships and cooperative problem-solving
- Ability to provide flexible and creative alternatives where necessary to resolve service and policy issues
- Ability to work cooperatively with divergent interests

Water and Wastewater Service Expertise

- Expertise in various aspects of water service provision, including supply, quality, delivery, recycled water, water conservation and stewardship, groundwater recharge and pumping, flood control, storm-water runoff, etc.
 - Expertise in various aspects of wastewater service provision, including collection, conveyance, treatment, disposal, etc.
 - Expertise in the financial analysis of water and wastewater service delivery systems, including identifying financial constraints, opportunities and cost avoidance opportunities
 - Expertise in water and wastewater service organization analysis, including evaluating government structure options (e.g., consolidation, reorganization) and related advantages and disadvantages of these options
 - Experience with various types of water and wastewater service providers and regulators in California (i.e., public works departments, county environmental health departments, municipal water and sewer districts, flood control districts, private water companies, mutual water companies, shared water systems, county and state regulatory agencies, etc.)
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 sub-consulting firms who will be involved. If sub-consultant firms 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. Description 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.
 5. Description of the anticipated approach for this project, explicitly discussing and identifying any suggested changes to the draft Scope of Services (Attachment 1).
 6. Description of how you would utilize information from the first round MSR to avoid duplication of effort; and based on the first round MSR, and what you anticipate to be the critical areas to explore in the second round MSR.
 7. Disclosure of potential conflicts of interest with local agencies in Contra Costa County.
 8. Identification of any information, materials and/ or work assistance required from the Contra Costa LAFCO and/or subject agencies to complete the project. LAFCO staff has completed some preliminary data collection including initial requests for information

from the subject local agencies, and from private mutual water companies in Contra Costa County (refer to Attachment 1). The information collected by LAFCO staff will be provided to the selected consulting firm for use in preparing the MSR. The expectation is that the consultant will use this information and all available data sources (i.e., laws/statutes; local agency planning, financial and environmental documents, policies/procedures; LAFCO reports/ documents; regional/Census/demographic information; customer surveys, comments, etc.) to develop/ update information for the MSR report in an effort to minimize the workload for the subject agencies.

9. Provide a preliminary project schedule showing start and ending times for each work task, and indicate strategies for adhering to the schedule.
10. Information about the availability of all the professionals who will be involved in the work, including associate consultants.
11. 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 associate consultants.
12. Comments about the draft scope of services, ability of the firm to meet the insurance requirements, and other comments or questions.

VIII. Non-Discrimination & Equal Opportunity

It is the desire of the Contra Costa LAFCO to provide Minority-/Women-Owned, Local Small and Emerging Business Enterprises, and all other business enterprises an equal opportunity to participate in the performance of all contracts, subcontracts, and other LAFCO business activities. The Contra Costa LAFCO is an equal opportunity employer.

IX. Conflict of Interest

Proposers warrant and covenant that no official or employee of the Contra Costa LAFCO, nor any business entity in which an official of the Contra Costa LAFCO has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the Contra Costa LAFCO. Proposers will notify LAFCO of any potential conflict of interest regarding other work or third party contracts.

X. Insurance Requirements

The successful proposer shall be required to maintain throughout the term of the contract, and for a minimum of six months following completion by Consultant and acceptance by LAFCO of all services under the contract, the following insurance coverage:

- 1) *comprehensive general liability insurance*, with a minimum combined single limit coverage of \$1,000,000 per occurrence for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence;
- 2) *personal automobile liability insurance* for owned, non-owned and hired automobiles, with a minimum combined single limit coverage of \$500,000 per occurrence;

- 3) *employer's liability insurance*, with minimum coverage of \$100,000 per employee;
- 4) *professional liability insurance*, with minimum coverage of \$1,000,000 per claim and \$1,000,000 aggregate; and
- 5) *workers' compensation insurance* coverage for its employees at statutory limits.

Additional Insured Endorsement

The comprehensive general liability insurance policy will be endorsed to include LAFCO and its officers and employees as additional insureds as to all services performed by Consultant under the contract. Said policies will constitute primary insurance as to LAFCO and its officers and employees, so that other insurance policies held by LAFCO or its self-insurance program(s) will not be required to contribute to any loss covered under Consultant's insurance policy or policies unless otherwise noted in the contract.

Evidence of Insurance - Before commencing any operations under the contract, the successful proposer shall furnish the Contra Costa LAFCO with a Certificate of Insurance and copies of all applicable endorsements evidencing compliance with the above insurance requirements and that such insurance will not be canceled or materially changed without thirty (30) days advance written notice.

Duration of Insurance Coverage - All required insurance coverages shall be maintained during the entire term of the contract. Insurance coverage written on a claims-made basis shall be maintained during the entire term of the contract and further until at least 6 month(s) following termination and acceptance of all work under the contract, with the retroactive date of said insurance concurrent with the commencement of activities pursuant to this contract.

All required insurance shall be placed with insurers with a current A.M. Best's rating of no less than A: VII or equivalent, and with deductible amounts acceptable to the Contra Costa LAFCO.

XI. Proposal Submittal

- One reproducible, unbound copy and one electronic copy (disk) of the proposal shall be received no later than 4:00 p.m., on Friday, June 7, 2013, at the office of Contra Costa LAFCO, 651 Pine Street, Sixth Floor, Martinez, CA 94553 Attn: Executive Officer. No faxed or e-mail transmitted proposals will be accepted. Proposals received after the deadline will not be considered. Note: If delivery is to be in person, please call the LAFCO office at (925) 335-1094 to arrange a delivery time.
- Each proposal shall be submitted in a sealed envelope that is clearly marked with the title of the RFP.
- All proposals will become property of the Contra Costa LAFCO.
- Cost of preparation of proposals shall be borne by the proposers.
- Proposals shall be signed by an authorized employee or officer in order to receive consideration.
- Contra Costa LAFCO is not responsible for proposals delivered to a person/location other than that specified herein.

XII. Selection Process

Based on relevant work experience, completeness of the responses, budget and the overall project approach identified in the written proposals received, the most qualified firms will be invited, at their expense, for an interview with a selection committee. Tentatively, interviews will be scheduled the week of June 24, 2013.

Final selection of the consultant will be based upon the evaluation of both the written and oral responses. Following interviews, the most qualified firm will be selected and a recommended agreement including budget, timeline and a final service agreement will be negotiated. The successful firm will enter into a contract to be awarded by Contra Costa LAFCO. Action by LAFCO on a recommended agreement is tentatively scheduled for Wednesday, July 10, 2013.

The selection committee will use the criteria listed below to evaluate the proposals. At the discretion of the selection committee, additional information may be requested to clarify and explain proposals.

- *Applicability of overall experience and qualifications relating to required services.* Consultant shall have experience preparing LAFCO MSR/SOI updates, and the general and technical expertise as described in Section VI above.
- *Evaluation of the scope of services, examining in particular any special techniques, approaches, ideas, and insights to be used in performing the services, along with additional consideration of how previous experiences may contribute to the proposer's ability to carry out the services.* Consultant shall possess the ability to initiate, develop and carry out effective strategies in preparing the MSR/SOI updates in accordance with State law and LAFCO requirements.
- *Evaluation of quality and comparability of previous service contracts/employment agreements on which the proposer was the sole or lead consultant.* Successful MSR experience with LAFCOs of similar size and scope to Contra Costa LAFCO within the last five (5) years. Successful experience is defined as that which was completed to the satisfaction of the client, on time and within budget.
- *Evaluation of background, general experience, knowledge, and special capabilities or qualities brought to the project by the consultant.* Consultant shall possess all permits, licenses and professional credentials necessary to perform the required planning services.
- *Cost.* LAFCO has limited resources to devote to the many MSRs to be conducted over the next few years. 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 favorably. A final budget will be negotiated with the selected firm.

Contra Costa LAFCO reserves the right to award a contract to the firm(s) or individual(s) that presents the proposal which, in the sole judgment of Contra Costa LAFCO, best accomplishes the desired results.

Contra Costa LAFCO reserves the right to reject any or all proposals, to waive minor irregularities in said proposals, or to negotiate deviations with the successful firm.

After the award of the contract, the Contra Costa LAFCO may revise the work program to meet budget constraints.

XIII. Tentative Schedule

The tentative schedule associated with the circulation of the RFP and submission of proposal is as follows:

DATE	TASK
May 8, 2013	Commission to Review/Approve RFP and Selection Process
May 10, 2013	Issue RFP
June 7, 2013	Proposals Due
June 10-17, 2013	Review of Written Proposals by Selection Committee
June 24-28, 2013	Interviews of Selected Proposers
July 10, 2013	Committee Recommendation to LAFCO; award of contract by LAFCO
August 1, 2013	Consultant Begins Work

XIV. LAFCO Contact

Lou Ann Texeira, Executive Officer
Contra Costa LAFCO
651 Pine Street, Sixth Floor
Martinez, CA 94553

Voice: (925) 335-1094
Fax: (925) 646-1228
Email: LTexe@lafco.cccounty.us

XV. Attachments

1. Draft Scope of Services (Attachment 1)

XVI. Reference Information

For general information about LAFCOs, visit the CALAFCO website: www.calafco.org

For information about Contra Costa LAFCO along with previously completed MSRs, please visit our website: www.contracostalafco.org

REQUEST FOR PROPOSALS
Countywide Second Round
Water and Wastewater Municipal Service Review

DRAFT SCOPE OF SERVICES

Second Round Countywide Water/Wastewater Service Review in Contra Costa County

Contra Costa LAFCO will conduct a second round municipal service review (MSR) for water and wastewater services provided in Contra Costa County. Contra Costa LAFCO completed its inaugural MSRs on these services in 2008-09. These reports are available online at www.contracostalafco.org.

California Government Code §56430 requires LAFCO to conduct the review in order to develop information for updating spheres of influence (SOIs). The current statute requires LAFCO to prepare and adopt a written determination for each of the following considerations:

- (1) Growth and population projections for the affected area
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
- (3) Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence
- (4) Financial ability of agencies to provide services
- (5) Status of, and opportunities for, shared facilities
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
- (7) Any other matter related to effective or efficient service delivery, as required by commission policy

The MSR report will include determinations for each local agency covered in the MSR report, and will include a recommendation regarding district SOIs as needed. Not all districts may require an SOI update; city SOIs will not be updated in conjunction with this MSR.

California Government Code §56425 requires LAFCO, when determining an SOI, to prepare and adopt a written statement of determination for each city and district regarding the following considerations:

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 an SOI 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.
6. The nature, location, and extent of any functions or classes of services provided by existing districts.

Other Water and Wastewater Service issues and Topics

In addition to those issues contained in the statute, the following is a working list of water and wastewater service issues and topics that have also been identified for discussion in the countywide water and wastewater MSR report:

- Regulatory changes in water and wastewater service provisions since the last MSR in 2008-09
- Methods for evaluating the availability of adequate water supply and wastewater capacity
- Water service issues such as groundwater supplies and pumping, groundwater recharge and overdrafting, water conservation, recycled water, treated water, flood control and storm water runoff
- Reliability of water supply and wastewater systems in the event of an emergency, natural disaster, particularly given the age of some of the infrastructure in the County
- Status of water quality issues (e.g. septic system concerns, nitrates, etc.)
- Opportunities for improved water and wastewater services and public benefit from consolidation of service providers
- Coordination with and regulation of private water service providers
- Relationships between local water agencies and regional, statewide and federal water suppliers
- Impacts of city and county development on water and wastewater services
- Identification of best practices in long-term water and wastewater service planning

Other Important Considerations

1. In addition to the technical water/wastewater issues and topics identified above, the Commission is interested in reviewing the fiscal health and sustainability of local agencies in Contra Costa County. This was identified as a priority during the April 15, 2013 Contra Costa LAFCO strategic planning workshop. Consideration should be given to the following:
 - a. Impacts associated with the housing market crash, significant reductions in housing values and associated property tax revenue decline, and decline in new development, and the effects of these on projected demand for water supply and on the financial sustainability of local water and wastewater agencies.
 - b. Impacts on city revenues as a result of the dissolution of redevelopment agencies.
 - c. Ability for agencies to meet bond debt service and/or out-year pension and health care obligations.

- d. Local agency unfunded liabilities.
 - e. Other critical fiscal issues.
2. The 2008-09 water/wastewater MSR identified a number of governance issues which will warrant further review, including the following:
- a. The first round MSR identified a number of opportunities for sharing resources and facilities and/or consolidation of functions/government. We are interested in learning if any of these suggestions have been studied and/or implemented by the subject agencies.
 - b. We are interested to know of the impacts of the dissolution of redevelopment agencies on the agency's water and/or wastewater service delivery level, given that some system improvements anticipated the use of redevelopment funds or tax increment as the basis for future financing.
 - c. The previous MSR identified two governance and SOI options for CSA M-28: 1) maintain the status quo, and 2) dissolve CSA M-28 and annex the area to Diablo Water District (DWD). Following completion of the MSR, LAFCO adopted a zero SOI for CSA M-28, signaling the anticipated dissolution of the District and annexation to DWD.

M-28 provides water service to a 172 unit mobile home park on Bethel Island. The County previously contracted with DWD to maintain and operate the system. The County currently contracts with a private firm (Diversified) to manage the system. During the last MSR cycle, DWD expressed concern with taking over the system and the associated capital improvements costs. The County is currently pursuing the transfer of M-28 to the owner of the mobile home park; the transition is in process. We are interested in the status of this project.

- d. The previous MSR identified one governance and SOI option for County Sanitation District No. 6 (SD 6): adopt a zero SOI in anticipation of connection to the Central Contra Costa Sanitary District (CCCSD) system and dissolving SD 6. Following completion of the MSR, LAFCO adopted a zero SOI for SD 6, signaling the anticipated dissolution of the District and annexation to CCCSD.

SD 6 provides wastewater service to the Stonehurst subdivision (Alhambra Valley). The MSR noted that there is no other wastewater system infrastructure in the vicinity, although CCCSD has infrastructure less than one mile to the east of the subdivision. The MSR also noted that the Regional Water Quality Control Board Waste Discharge Permit requires SD 6 connect to a sanitary sewer line at the earliest possible time when services are available, following which the onsite wastewater treatment and disposal system would be closed.

The County recently issued a Request for Proposals for sanitary engineering consulting services to assist in the ongoing operation of SD 6 and possible future annexation to CCCSD. Included in the scope of services will be an analysis of the existing system and a feasibility study (including a cost estimate for planning, design

and construction) assisting the County with the annexation process. We are interested in the status of this project.

Service Review Task Overview

The countywide water/wastewater MSR will be conducted in accordance with the California Government Code and local LAFCO policies. Preparation of the MSR will include the following steps, although other activities may be necessary:

1. Data Collection and Review

- Review Contra Costa LAFCO's first round MSRs and recent initial request for information (RFI) as provided by Contra Costa LAFCO staff (see Exhibit 1 for example)
- Identify appropriate criteria to be used in service review
- Prepare and distribute a supplemental survey instrument relating to those determinations contained in CKH §56430 following consultation with LAFCO staff
- Collect information through survey, research, interview, meetings and other appropriate means
- Compile information in a database
- Verify compiled information with agencies

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO staff complete information for each agency

2. Data Analysis

- Analyze and prepare preliminary findings based on standards, where appropriate
- Present to and discuss preliminary findings with LAFCO staff
- Present to and discuss preliminary findings with agency staff

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO preliminary analysis and findings to LAFCO staff

3. Draft MSR Report

- Prepare a draft MSR report including required findings for public review and comment
- The MSR report shall include a table of contents, agency profiles, an executive summary and agency maps (mapping will be provided by LAFCO), along with recommended determinations per 56430, governance/boundary options, and recommended SOI updates, as appropriate
- Present draft MSR report to LAFCO at a public hearing

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO a MS Word formatted and PDF formatted version of the Draft MSR report

4. Final MSR Report

- Respond to comments (comment log) and prepare a final MSR report including required findings
- Present final MSR report to LAFCO at a public hearing for adoption

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO a MS Word formatted and PDF formatted version of the Final MSR report

In accordance with the work plan, Consultant is expected to:

- Conduct the service review process in a collaborative fashion with opportunities for input and review by each of the agencies being reviewed.
- Encourage public participation in the service review process.
- Conduct the required analysis in the most cost-effective manner possible.
- Utilize information that is currently available, such as LAFCO Request for Information, maps, etc., rather than initiate new tools and processes.
- Create a product that will be useful to the Commission in reviewing and updating SOIs and future proposals for changes of organization, beneficial to agencies as a planning tool, and readily accessible to, and easily understandable by, the general public.

Identification of Water/Wastewater Service Providers

The geographic area chosen for this MSR is all of Contra Costa County. Agencies that are required to have an SOI update (i.e., cities and special districts) will be the focus of the MSR. Upon completion of the MSR, LAFCO may update the SOIs for some or all of the special districts. For cities that provide water and/or wastewater services, LAFCO will not update city SOIs at this time.

The following cities and special districts provide water and/or wastewater services in Contra Costa County:

CITIES:

1. City of Antioch (water/wastewater)
2. City of Brentwood (water/wastewater)
3. City of Concord (wastewater)
4. City of Hercules (wastewater)
5. City of Martinez (water)
6. City of Pinole (wastewater)
7. City of Pittsburg (water/wastewater)
8. City of Richmond (wastewater)

SPECIAL DISTRICTS:

1. Byron Bethany Irrigation District (water – San Joaquin LAFCO is principal)
2. Central Contra Costa Sanitary District (wastewater)

3. Contra Costa Water District (water)
4. County Sanitation District No. 6 - Alhambra Valley (wastewater)
5. Delta Diablo Sanitary District (wastewater)
6. Diablo Water District (water)
7. Dublin San Ramon Services District (water/wastewater – Alameda LAFCO is principal)
8. East Bay Municipal Utility District (water/wastewater – Alameda LAFCO is principal)
9. East Contra Costa Irrigation District (water)
10. Ironhouse Sanitary District (wastewater)
11. Mt. View Sanitary District (wastewater)
12. Rodeo Sanitary District (wastewater)
13. Stege Sanitary District (wastewater)
14. West County Wastewater District (wastewater)

OTHER AGENCIES

Other agencies may also be included in the MSR to the extent necessary to establish relationships, quantify services and provide a comprehensive overview of services countywide. In addition to reviewing the public agencies, the scope of work may involve reviewing other public and private systems to the extent they relate to the overall provision of water and/or wastewater services in Contra Costa County (see Exhibit 2).

Of particular note, Assembly Bill 54 became effective on January 1, 2012. The legislation supports the State's goal of ensuring access to safe drinking water for all California residents by imposing new requirements on LAFCOs and mutual water companies (MWCs) that own and operate a public water system. The requirements are intended to improve access to information about the location of MWCs and the quality of water they provide.

In accordance with AB 54, LAFCO contacted each of the 28 of the MWCs in Contra Costa County and requested a map of their service area and additional information which may be used in our MSR (see Exhibit 3). To date, we have received responses from 15 MWCs, which will be shared with the selected consulting firm.