



**ALAMEDA**  
LOCAL AGENCY FORMATION COMMISSION

**REQUEST FOR PROPOSALS |  
MUNICIPAL SERVICE REVIEW ON HEALTH AND EMERGENCY MEDICAL AND  
AMBULANCE SERVICES**

**Issuance Date |** April 29, 2024

**Submittal Deadline |** June 3, 2024

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## I. Proposal Overview

Alameda LAFCO is soliciting proposals from qualified consultants to prepare municipal service reviews (MSRs) that will be used to inform the update of sphere of influences (SOIs) along with possible reorganizations such as consolidations, dissolutions or mergers of local public agencies that provide health and emergency medical services in Alameda County. All work is to be performed in accordance with applicable California Government Code provisions and Alameda LAFCO's policies and procedures.

### Municipal Service Review (MSR) Guidelines

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In accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH"), 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 MSRs. The statute sets forth the form and content of the municipal service review, which must inform the Commission on seven considerations under Government Code Section 56430. LAFCOs must adopt a written determination for each of the following considerations:

- Growth and population projections of the affected area
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies
- Financial ability of agencies to provide services
- Status of and opportunities for shared facilities
- Accountability for community service needs, including governmental structure and operational efficiencies
- Any other matter related to effective or efficient service delivery, as required by Commission policy

### Sphere of Influence (SOI) Guidelines

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California Government Code Section 56425 requires LAFCO in determining the sphere of influence of each local agency to prepare and adopt a written statement of determination with respect to the following considerations:

- The present and planned land uses in the area, including agricultural and open space lands
- The present and probable need for public facilities and services in the area
- The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide
- The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency
- The nature, location and extent of any functions or classes or services provided by existing districts

For general information about LAFCOs, visit CALAFCO website: [www.calafco.org](http://www.calafco.org). For information about Alameda LAFCO along with previously completed MSRs, please visit our website at [www.acgov.org/lafco](http://www.acgov.org/lafco).

Please note there is no expressed or implied obligation for LAFCO to reimburse responding firms for any expenses incurred in preparing a proposal in response to this request. Also note any materials submitted

by respondents are subject to public inspection under the California Public Records Act unless specifically exempt.

## II. Proposal Timeline

Responses to this Request for Proposal (RFP) must be submitted in writing and received by Alameda LAFCO no later than **5:00 p.m. pacific standard time (PST) on Monday, June 3, 2024**. No changes or adjustments to the deadline shall be made without a written addendum to this RFP signed by the Executive Officer and circulated to all respondents. Proposal submittals by e-mail are encouraged and should be directed to the Executive Officer Rachel Jones at [rachel.jones@acgov.org](mailto:rachel.jones@acgov.org).

An outline of the proposal timeline’s key dates follows.

Action	Dates
RFP Issued	Monday, April 29, 2024
... Deadline for Questions	May 6, 2024
... Deadline for Responses	May 10, 2024
Deadline to Submit Proposals	Monday, June 3, 2024
Interviews with Selected Candidates	Monday, June 10 to Thursday, June 14, 2024
Contract Award	July 11, 2024
Start Date	Monday, July 29, 2024

- \* Interviews may be conducted in person or by video conferencing and at the preference of the firm/consultant. (Interview type will have no effect on the award.)
- \* Alameda LAFCO reserves the right to adjust this timeline as it deems necessary. Notification of adjustments to the timeline shall be provided to all respondents.
- \* Alameda LAFCO reserves the right to award a contract, to modify the scope of services required as necessary, and to accept or reject any or all submittals received as a result of this RFP.

## III. Agency Profile

The Alameda Local Agency Formation Commission (LAFCO) is a political subdivision of the State of California and currently operates under authority of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56000). LAFCO is delegated regulatory and planning responsibilities to coordinate the efficient and responsive delivery of local governmental services and highlighted by overseeing the formation, expansion and related changes involving cities and special districts. There are presently 14 cities and 29 special districts subject to LAFCO’s jurisdiction in Alameda County.

Decision-making at Alameda LAFCO is directly vested with its 11-member Commission. The Commission is divided between seven regular voting members and four alternate voting members. Representation on the Commission is also divided between four distinct appointee categories: (a) three appointees from the County of Alameda, (b) three appointees from the cities/towns, (c) three appointees from the

independent special districts, and (d) two appointees from the general public. State law specifies all Commission members shall exercise their independent judgment on behalf of the interests of the public as a whole and not on behalf of their appointing authorities.

## IV. Scope of Services and MSR Terms

The municipal service review will include determinations on each of the above topics, and will also include information upon which LAFCO can base its determination of the appropriate SOI for each agency. Based on the results of the MSR, the Commission may consider further updates to the SOIs of each agency that provides health and emergency medical services in Alameda County. The scope of work will involve identifying all local agencies that provide subject services, and may involve reviewing other regional public agencies and private service providers involved in the provision of the municipal services.

A final scope of work and 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.

### MSR/SOI Process and Deliverables

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Preparation of the report will include the following steps:

1. Data collection: including but not limited to soliciting districts for information, interviews, research of existing information and documents available.
2. Conduct outreach to healthcare districts and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR process. Outreach should place special emphasis on understanding the needs, opportunities and concerns regarding shared service or consolidation of districts.
3. Review, interpretation and analysis: review and analysis of all the information collected, including engineering reports and financial data.
4. Produce Administrative Draft MSR/SOI including maps for each district, appropriate findings, determinations and recommendations for LAFCO staff review (electronic PDF and Word version). A copy of all reference materials should also be provided.
5. Incorporate comments, edits and corrections and submit Draft MSR/SOI to Alameda LAFCO for distribution to the Commission and affected and interested agencies for comment (electronic PDF and Word versions).
6. Preparation of final draft addressing comments from LAFCO Commission, LAFCO staff, affected and interested agencies and the public, including findings, determinations and recommendations. Attendance at the Commission meeting(s) approving the draft and final MSR/SOI is required.
7. Alameda LAFCO will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSR/SOI. CEQA analysis should not be included in the proposal.

**Agencies to be Reviewed:** *City of Alameda Health Care District, Eden Township Healthcare District, Washington Township Healthcare District, and Emergency Medical Services County Service Area (CSA)*

## V. Proposal Requirements

All proposals must be submitted in writing and received by Alameda LAFCO no later than **5:00 p.m. PST on Monday, June 3, 2024**. Email submittals are encouraged and should be directed to Executive Officer Rachel Jones at [rachel.jones@acgov.org](mailto:rachel.jones@acgov.org). Mailed or hand-delivered submittals are also welcome at Alameda LAFCO's Administrative Office at 224 West Winton Avenue, Suite 110, Hayward, California 94544.

As for the actual proposal, it should address the content sections presented below in narrative format. Information should be as concise as possible. Any supporting material included with the proposal should be directly related to one of the context sections.

- Provide a proposed engagement letter outlining the key components of the proposal. This includes highlighting the scope of work to be provided along with the associated costs. The letter shall also specify the proposal remains valid for at least 90 days following the proposal submission deadline. The letter must state whether a possible conflict of interest exists and, if do, the nature of the conflict.
- Describe the firm or and summary of qualifications. Provide a description of the firm, including type of business, years in operation, employee total, and office location(s). Identify the key staff members that would be assigned to the project. Include a statement clearly outlining the firm's qualifications and applicability of overall experience. Consultant shall have knowledge of municipal services, particularly health and emergency medical services.

This statement should also address the following criteria:

- Management level understanding how the full range of municipal services are delivered
  - Familiarity with the CKH Act, the role and functions of LAFCOs, and the MSR process
  - Experience in governmental organization analysis, including performance measurement and evaluation
  - Experience with presenting and disseminating information to local agencies and the public for review and comment
- Detail the qualifications for scope of services. Propose a scope of services to complete the project based on the firm's experience and understanding of LAFCO's needs. The proposed scope of services should be outlined in distinct phases with corresponding timelines and budgeted costs. Please highlight 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 to complete municipal service reviews in accordance with State law and LAFCO requirements.

- Provide related work experiences and references. The proposal shall contain a list of at least three governmental agencies for which the consultant has completed comparable service contracts or studies. Each reference shall contain the agency client name, the project title, and a contact person at the agency (name, phone, and email). One copy of a completed MSR which the firm has prepared, if applicable.
- Outline costs. The proposal shall include costs and a proposed billing system. The proposal shall include a not-to-exceed amount to complete the project

## VI. Evaluation and Selection

The Executive Officer will screen all proposals submitted to Alameda LAFCO for completeness relative to the RFP requirements and rank them accordingly. The highest ranked candidates will be invited to interview in person or by video conferencing with the Ad Hoc Committee at no cost to Alameda LAFCO during the week of June 10<sup>th</sup>. The evaluation will be based on a list of weighted factors enumerated below. No one factor shall be determinative.

- Expertise and experience of the firm and key individual(s). This includes the firm’s experience in comparable government engagements as well as the depth of the professional personnel to be assigned to the engagement. Greater preference in the selection process will be given to proposing firms or individuals with LAFCO knowledge and understanding.
- Availability of appropriate professional(s) as needed.
- Clear, concise and thoughtful responses to specific requirements of the solicitation
- Proposed Costs
- Interview / Ability to Effectively Describe Proposal and Respond to Questions
- References

The Ad Hoc Committee will recommend a firm to the Commission for formal approval.

## VII. Other Proposal Information

- **Questions**

All questions seeking clarification on the RFP must be received in writing no later than 5:00 p.m. PST on Monday, May 6<sup>th</sup>. Responses to submitted questions will be prepared by Alameda LAFCO and sent to all respondents no later than 5:00 p.m. PST on Friday, May 10<sup>th</sup>. All questions should be e-mailed to Executive Officer, Rachel Jones, at [rachel.jones@acgov.org](mailto:rachel.jones@acgov.org).

- **Agreement**

The selected firm's proposal 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.

- **Property of Alameda LAFCO**

All proposals received will become the property of Alameda LAFCO and will not be returned. Alameda LAFCO reserves the right to copy the materials for internal evaluation purposes.

- **Collusion Among Respondents**

In submitting a proposal, the firm, certifies that it is not party to any collusive actions relating to this RFP.

- **Exceptions**

A firm taking exception to any part of this RFP shall indicate such exceptions in a separate section of their submitted proposal. Failure to indicate any exception will be interpreted as the firm or individual's intent to comply fully with the requirements of this RFP as written.

- **Expenses Incurred**

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

- **Withdrawal of Proposal**

Consultants may withdraw their proposal up until pending approval by the Commission. A withdrawal request must be signed by the proponents duly authorized representative and sent to the Executive Officer.

- **Withdrawal of RFP**

Alameda LAFCO retains the right to withdraw, modify, or amend this RFP at any time.

- **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 the consultant or firm and acceptance by LAFCO of all services under contract, the minimum coverages, minimum limits, and endorsements and conditions.

## **VIII. Contact Information**

All questions and related inquiries to this RFP should be addressed to the following contact:

Rachel Jones, Executive Officer  
224 West Winton Avenue, Suite 110  
Hayward, California 94544

T: 510-670-6267 Main

E: [rachel.jones@acgov.org](mailto:rachel.jones@acgov.org)