

March 6, 2003 (Agenda)

Local Agency Formation Commission  
105 East Anapamu Street  
Santa Barbara CA 93101

## **Preparation and Organization of Municipal Service Reviews**

Dear Members of the Commission:

### RECOMMENDATION

It is recommended that the Commission receive this report, accept public testimony and direct to the staff to report at the April or May meeting with a detailed schedule to comply with the requirement to complete Municipal Service Reviews and update Spheres of Influence.

### DISCUSSION

#### Introduction and Background

LAFCOs are required to review and update spheres of influence of each city and special district at least once every five years. The preparation of spheres is central to LAFCO's purposes since the Government Code states that LAFCO adopts spheres,

“In order to carry out its purposes and responsibilities for planning and shaping the logical and orderly development and coordination of local governmental agencies so as to advantageously provide for the present and future needs of the county and its communities. . . “ (G.C. §56425)

In updating spheres the Commission is required to conduct studies and make certain written determinations regarding matters that bear on the ability of local government to provide services. The Government Code provides that:

“In order to prepare and to update spheres of influence in accordance with Section 56425 the Commission shall conduct a service review of the municipal services provided in the county or other appropriate area designated by the Commission.

The Commission has great latitude in how to gather this information and perform these studies, including the ability to decide what portion of the County is appropriate for an analysis of specific types of services.

The Commission must adopt written determinations with respect to several specific matters, which include;

- Infrastructure needs or deficiencies.
- Growth and population projections for the affected area.
- Financing constraints and opportunities.
- Cost avoidance opportunities.
- Opportunities for rate restructuring.
- Opportunities for shared facilities.
- Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers.
- Evaluation of management efficiencies.
- Local accountability and governance.

The State Office of Planning and Research has issued advisory guidelines to assist LAFCOs as they endeavor to comply with this requirement.

#### Santa Barbara LAFCO Approach to Municipal Service Reviews

The approach that has been taken is to institute an open, consultative process with the agencies that are to be studied. The Commission created a Technical Task Force with representatives from the County, cities, special districts and the Association of Governments.

There is a general feeling that to the extent possible municipal service reviews should be prepared in a cost-efficient manner, utilizing local agencies and the LAFCO staff to the maximum extent possible and relying on outside consultants only when absolutely necessary.

Rather than duplicate information that is already available, or conduct unnecessary evaluations the approach being developed is to rely on local agencies to provide information needed for LAFCO to analyze services and draft written determinations.

At the same time there is a desire to integrate the municipal service reviews with regional and local land use planning so that the service review information becomes a useful component of land use plans and projections.

There are benefits to adopting service reviews in a manner that (a) involves the affected agencies, (b) builds on existing information, (c) is achievable with a reasonable expense of time, funds and energy, (d) has the least duplication of effort and (e) yields useful results that help guide and inform the Commission's decisions about spheres of influence.

#### Technical Task Force

A Technical Task Force was created last year to assist the staff and Commission in complying with the requirement for prepare municipal service reviews and update spheres of influence. It ensures that local agencies have direct, continuing input into the approach to be used.

The Technical Task Force is comprised of the Executive Officer, the County Administrator, a city manager, a special district manager, the County Planning Director, a city planning director and the Executive Director of the Santa Barbara County Association of Governments (SBCAG). In addition, meetings of the Technical Task Force have been attended by the Commission's legal counsel, other representatives of cities and special districts and a member of the Commission.

In addition the Commission authorized a contact with a facilitator as a disinterested professional to help assimilate the views of the members of the Technical Task Force and help develop a recommended approach and work plan.

The Technical Task Force has met on two occasions. Minutes or notes from the first two meetings are enclosed to give the Commission as sense of the discussions that have been occurring. A third and perhaps final meeting will be held within the next few weeks.

#### Gathering Data from Local Agencies

A key component of the municipal service review process is to gather accurate information from local agencies that will be needed to prepare the written determinations required by the statute.

Enclosed for the Commission's information is the *preliminary* draft Request for Information that will be distributed to each city and special district. The Commission's comments regarding the draft are invited,

with the understanding that members of the Technical Task Force will still be contributing their suggestions regarding the questionnaire at the next meeting.

Schedule for Completion of Municipal Service Reviews

The statute requires the Commission to complete Municipal Service Reviews within a five-year time frame ending in December 2005.

There is some discussion among LAFCOs about obtaining legislation to extend the time (based in part on the fact that OPR Guidelines were not available for more than a year after the law was enacted) but your staff feels we will be able to meet the current statutory deadline to prepare municipal service reviews and update spheres of influence in Santa Barbara County.

If you have any questions about this status report, please contact the LAFCO office.

Sincerely,

BOB BRAITMAN  
Executive Officer

## **Santa Barbara LAFCO Municipal Service Review Request for Information**

**1. Official name of Agency :**

**2. Type of Agency:**

- General law city. Skip to question 4
- Charter city. Skip to question 4
- Independent special district
- Dependent special district

**3 Principal Act** (i.e., the statute under which the agency was formed and operates. The answer should identify specific laws or statutory code sections

**4. Date** the agency was created or established:

**5. Name of Agency Contact.** The individual who will coordinate your response to the questionnaire and will serve as your liaison with LAFCO for this project:

Name:  
Title:  
Address:

Phone:  
Fax:  
Email:

**Name of Alternate Agency Contact** The individual to contact when the primary contact is unavailable:

Name:  
Title:  
Address:

Phone:  
Fax:  
Email:

- 6. Governing Body:** Describe the method of selecting your governing body, whether elections or appointments are at large or by district and your schedule of regular meetings.
  
- 7. Public Outreach:** Describe your agency's efforts to broadcast governing body meetings, disseminate minutes, encourage voter participation and keep constituents/customers apprised of your activities.
  
- 8. Performance Evaluation:** How are the operations of the agency routinely evaluated, and by whom? Are there internal or external evaluation procedures, or both?
  
- 9. Distinguished Service:** Describe any awards, honors or other accomplishments of your agency within the last five years.
  
- 10. Productivity Monitoring:** How does your agency track its workload?
  
- 11. Regulatory Agencies:** List agencies to which your agency is required to report and for what.
  
- 12. Permitting Agencies:** List agencies from which you receive permits or licenses and for what.
  
- 13. Customers:** How does your agency count its "customers," i.e., households, connections, parcels, etc. How many customers are currently receiving service?
  
- 14. Agency Goals:** Does your agency have adopted policy objectives or goals?  Yes  No  
  
If yes provide a copy and indicate below what is being submitted:  
 Mission Statement enclosed  
 Strategic Plan enclosed  
 Five year work plan or goals enclosed  
 Other adopted goals enclosed \_\_\_\_\_

**15. Types of Services that are Provided by your Agency:**

Indicate which of the following types of municipal services your agency provides. If you contract with another agency to deliver the service, indicate the name of the provider. Otherwise we assume that your agency is the actual service provider.

Law enforcement and public safety

- Police Protection – Patrol and Detectives
- Police Protection – Traffic law enforcement
- Fire Prevention
- Fire Suppression
- Paramedic or Emergency Medical Response
- Ambulance or medical transport services
- Hospital services
- Mosquito/Vector Control

Community services

- Land Use Planning and regulations
- Building and Safety Permits and Inspections
- Public Parks (active parks)
- Public Open Space (passive parks and open space)
- Public Recreation
- Library services
- Transit (Passenger Transportation)
- Cemeteries \_\_\_\_\_
- General aviation airports

Utility services

- Water Conservation
- Wholesale Water Supply
- Retail Water Delivery
- Wastewater Collection
- Wastewater Treatment and Disposal
- Refuse Collection and Recycling
- Refuse Disposal (landfills)
- Street and Road Maintenance
- Maintenance of bridges, culverts and appurtenant facilities
- Street Lighting
- Drainage and runoff facilities
- Flood Control/Storm water disposal
- Resource and Soil Conservation
- Other – List and describe any other types of services your agency is providing

**16 Contract Service to Other Agencies:** Does your agency provide service by contract to other agencies?

- Yes. Identify the client agency, type of service and geographic areas served in this manner.
- No

**17. Joint Powers Authorities:**

- A. List all of the joint powers authorities (JPAs) or joint decision-making efforts to which your agency belongs or participates.

B. What is the purpose of each of the JPAs?

**18. Agency Budget:** Enclose your most recently adopted budget (FY 2002-03)

**19. Comprehensive Annual Financial Report (CAFR):** Attach your **two** most recent comprehensive annual financial reports. Indicate which have been attached:

- FY 2002-03
- FY 2001-02
- FY 2000-01

**20. Capital Improvement Plan (CIP):** Does your agency have an adopted CIP?  Yes  No

If "yes" enclose a copy.

**21. Organizational Chart:** Does your agency have an organizational chart?  Yes  No

If "yes" enclose a copy.

**22. Public Debt:** Does your agency have any outstanding publicly-issued debt?  Yes  No

If "yes" describe the purpose of the debt, how it is being retired and enclose the most recent official statement.

**23. Debt default:** Has your agency defaulted on repayment of any bonds or other debt?

Yes  No If "yes" explain the date circumstances.

**24. Plans:** Which of the following documents is relevant to your agency? Enclose a copy of the most current of each (with map, if applicable):

- General Plan of land uses and land use map
- Public Facilities Plan
- Master Services Plan
- Urban Water Management Plan
- Watershed Management Plan
- Other: adopted plans enclosed \_\_\_\_\_

**24. Growth Projections:** The Commission is considering using the Association of Governments (SBCAG) growth projections for your jurisdiction. Do you have alternate projections that you think the Commission should consider rather than the SBCAG projections?  Yes  No

If "yes" explain

**25. Growth Strategies:** Identify strategies being used by your agency to direct growth or new demands for service to areas where the infrastructure is or will be available?

**26. Relationship of Growth to Service Demands** How does your agency correlate growth projections service demands in the next 5, 10, 20 years? Please explain. What is the source

**27. Annexations and Sphere Amendments:** Are there any areas that your agency desires or plans to serve that are not now within its boundaries or its sphere of influence?  Yes  No

If "yes", identify the areas

**28. Government Organizations/Reorganizations:** Have consolidations or reorganizations of your agency with others been considered in the past 10 years?  Yes  No

If "yes" briefly describe.

**29. Government Reorganizations:** Are there any structural options such as consolidations or reorganization that your agency thinks should be evaluated in the next few years that might benefit recipients of your agency's services or improve the provision of services generally?  Yes  No

If "yes" explain.