

FOR THE GOOD  
OF THE WHOLE

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SANTA  
CLARA  
**LAFCO**

Local Agency Formation Commission  
of Santa Clara County

**INTRODUCTION TO LAFCO & SERVICE REVIEWS**

**Community Meetings**

**August 17, 19 & 25, 2021**

**orderly growth**

**efficient delivery  
of services**

**resource  
conservation**

# WHAT IS LAFCO?

**State mandated independent local agency**

# OUR MISSION

To promote sustainable growth and good governance in Santa Clara County by:

- » Preserving agricultural lands and open space;
- » Curbing urban sprawl;
- » Encouraging efficient delivery of services;
- » Exploring and facilitating regional opportunities for fiscal sustainability; and
- » Promoting public accountability and transparency of local agencies.



# LAFCO COMMISSIONERS

State law dictates LAFCO composition.  
7 COMMISSIONERS + ALTERNATES

**Two County Supervisors** appointed by the Board of Supervisors



**Susan Ellenberg**  
County Member  
*Chairperson*



**Mike Wasserman**  
County Member



**Cindy Chavez**  
Alternate  
County Member

**One Council Member from the City of San Jose** appointed by the City Council



**Sergio Jimenez**  
City of San Jose Member



**Matt Mahan**  
Alternate  
City of San Jose Member

**One Council Member from any of the other cities** appointed by the Cities Selection Committee



**Rich Constantine**  
Cities Member



**Russ Melton**  
Alternate  
Cities Member

**Two Board Members from independent special districts** — one appointed by the Santa Clara Valley Water District, one appointed by the Independent Special District Selection Committee



**Yoriko Kishimoto**  
Special Districts  
Member



**Gary Kremen**  
Special Districts  
Member



**Helen Chapman**  
Alternate Special  
Districts Member

**One Public Member** appointed by the other members of the Commission



**Susan Vicklund Wilson**  
Public Member

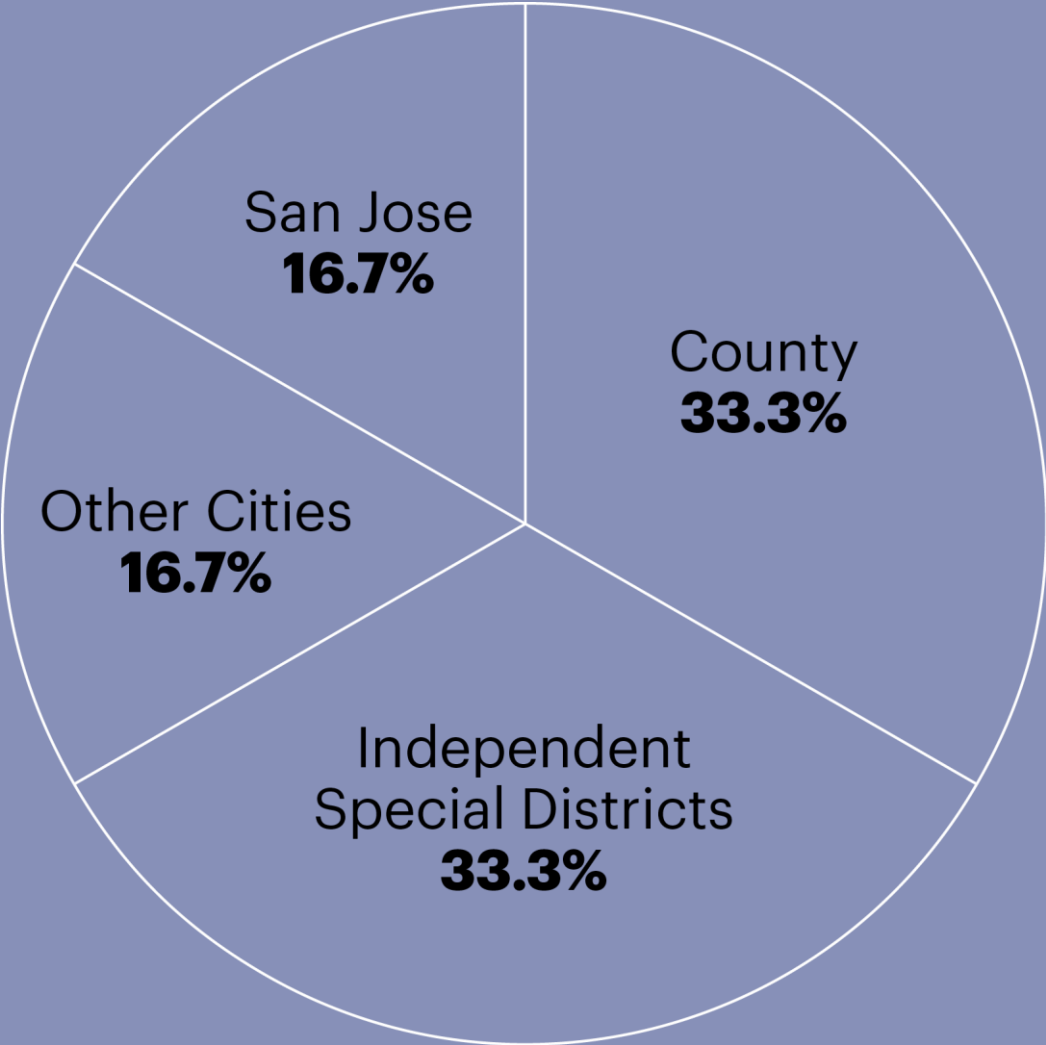


**Terry Trumbull**  
Alternate  
Public Member

# LAFCO FUNDING

\$886,330

FY 2022 OPERATING EXPENSES





# WHAT DOES LAFCO DO?



**boundary changes**

**service extensions**

# LAFCO Regulates

# LAFCO REGULATES

- » City/District boundary changes:
  - Annexations & detachments
  - Consolidations and mergers\*
  - Incorporation of new cities
  - Formation of new districts
  - Dissolution of districts\*
  - Disincorporation of cities
- » Service extensions outside an agency's boundaries
- » Exercise of new and different services by districts

\* LAFCO may initiate these boundary changes





orderly growth and  
development

# LAFCO Plans

# LAFCO PLANS

LAFCO plans for orderly growth and development –

- » Reviews cities Urban Service Area amendment proposals
- » Conducts service reviews to identify and address governance and service issues
- » Conducts special studies
- » Reviews and updates Spheres of Influence every 5 years or as necessary
- » A sphere of influence for a special district is a plan for the probable physical boundaries and service area of a district
- »



# SERVICE REVIEWS



## DEFINITION

Comprehensive documentation, review and analysis of services in a designated geographic area

## USES

- » Inform LAFCO's decisions
- » Generate options/ideas for more efficient service provision & governance
- » Showcase best practices

## MANDATE (GC 56430)

- » Required prior to a sphere of influence (SOI) review/update which must occur once every 5 years, or as necessary
- » Preparation of a written statement of determinations

## REQUIRED SERVICE REVIEW DETERMINATIONS

- » Growth and population projections for the affected area
- » 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 including infrastructure 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
- » 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

# SERVICE REVIEWS: PAST & PRESENT

Design and scope of the service review program is within individual LAFCO discretion

## FIRST ROUND

- » Countywide Fire Service Review (2004)
- » Countywide Water Service Review (2005)
- » Northwest Santa Clara County Service Review (2006)
- » South Central Santa Clara County Service Review (2007)

## SECOND ROUND

- » Countywide Fire Service Review (2010)
- » Countywide Water Service Review (2011)
- » Audit and Service Review of the El Camino Hospital District (2012)
- » Special Districts Service Review Phase 1 (2013)
- » Special Districts Service Review Phase 2 (2013)
- » Saratoga Fire Protection District Special Study (2014)
- » Cities Service Review (2015)

## THIRD ROUND

- » **Rancho Rinconada Recreation & Park District Special Study**
- » **Countywide Fire Service Review**
- » Countywide Water and Wastewater Service Review
- » Special Districts Service Review
- » Cities Service Review

# SERVICE REVIEW PROCESS

## 1.

### **Project Initiation**

- » Establish a TAC to select consultant and provide advice
- » LAFCO issues RFP
- » LAFCO retains consultant

## 2.

### **Data Collection & Community Outreach**

- » Development of evaluation criteria
- » Consultant gathers and compiles data from affected agencies, agencies validate
- » LAFCO seeks community input

## 3.

### **Data Analysis & Findings**

- » Consultant prepares data analysis, preliminary findings, and Administrative Draft Report

## 4.

### **Draft Report for Public Review**

- » LAFCO releases Draft Report for public review and comment
- » Consultant responds to comments

## 5.

### **LAFCO Public Hearings**

- » LAFCO public hearing on Draft Report
- » LAFCO public hearing on Revised Draft Report / Final Report

# ENCOURAGING IMPLEMENTATION OF SERVICE REVIEW RECOMMENDATIONS

**Recommendations**  
in Service Review  
Report

**Send Letter to Agencies**  
Requesting Written  
Responses on:

- » How agency plans to implement recommendations
- » What is the timeline for implementation
- » Explanation if agency does not plan to implement

**Report Back**  
to LAFCO on  
Agencies'  
Progress

**Consider**  
**Next Steps**  
and Determine  
if further LAFCO  
Action is needed

# LAFCO APPLICATION REVIEW PROCESS

## 1.

### **Initiation of proceedings**

- » By petition (% varies) of registered voters or landowners
- » By resolution of 1 or more affected local agencies
- » By LAFCO resolution

## 2.

### **Processing application**

- » Certificate of Filing
- » Staff report with options and recommendation for action

## 3.

### **LAFCO public hearing**

- » Commission action to –  
Approve OR  
Approve with conditions OR  
Deny OR  
Modify

## 4.

### **Protest proceeding and / or election, if necessary**

- » Protest rules & thresholds vary based on type of proposal and who initiates

## 5.

### **Final certification**

- » Certificate of Completion recordation
- » Filing with State



# SERVICE REVIEW OUTCOMES



Santa Clara LAFCO's Service Reviews have helped:

- » Enhance transparency and public accountability of districts
- » Clarify purpose/function and relevance of districts
- » Identify and discourage duplication of services
- » Identify options for improved services and better governance
- » Identify opportunities for shared services
- » Identify unapproved service connections outside boundaries



**Local Agency Formation Commission  
of Santa Clara County**

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[SantaClaraLAFCO.org](http://SantaClaraLAFCO.org)

**THANK YOU!!!**

**LAFCO Staff:**

**Emmanuel Abello**

**Dunia Noel**

**Neelima Palacherla**

**[LAFCO@ceo.sccgov.org](mailto:LAFCO@ceo.sccgov.org): Email**



# LAFCO's 2021 FIRE SERVICE REVIEW

## Community Meetings



Thomas Wieczorek, Director  
Dov Chelst, Director of Quantitative Analysis  
Mike Iacona, Manager-Fire & EMS  
August 17, 19 & 25, 2021

## The Countywide Fire Service Review will:

- Provide a comprehensive overview of all agencies that provide fire service and emergency medical response services in the County.
- Evaluate the provision of these services.
- Recommend actions to promote efficient service delivery.
- Review and update the spheres of influence of the 4 fire districts.
- Evaluate emerging issues; wildfire mitigation, code enforcement, agency coordination, alternative service delivery options and others.

# Involvement of all Fire/EMS Service Providers:

## 4 - Fire Protection Districts

- Los Altos Hills County Fire District
- Santa Clara County Central Fire Protection District
- Saratoga Fire Protection District
- South Santa Clara County Fire Protection District

## 7 – Municipal Fire Departments

- Gilroy Fire Department
- Milpitas Fire Department
- Mountain View Fire Department
- Palo Alto Fire Department
- San Jose Fire Department
- Santa Clara Fire Department
- Sunnyvale Department of Public Safety

# Involvement of all Fire/EMS Service Providers: (cont.)

- Cities who Contract for Service
  - City of Campbell
  - City of Los Altos
  - City of Morgan Hill
- Area Dispatch Centers
- Santa Clara County EMS
- Other Key Agencies
  - Santa Clara County
  - CAL FIRE
  - Rural Metro/AMR Ambulance Service
  - Volunteer Fire Companies
  - Santa Clara County FireSafe Council
  - NASA/AMES Moffett Field

## LAFCO is Required to Adopt a Written Statement of Determination for each of the following considerations:

1. Growth and population projections for the affected area.
2. Evaluation of any disadvantaged unincorporated communities.
3. Capacity of public facilities, adequacy of public services and infrastructure needs.
4. Financial ability of agencies to provide services.
5. Opportunities for shared facilities or expanded collaborations.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Other matters related to effective or efficient service delivery.

## Role of the Technical Advisory Committee (TAC):

*TAC is composed of 2 LAFCO Commissioners & Representatives from the Fire Chief's Assoc. & City Manager's Assoc.*

- Assisted in the consultant selection for project.
- Serves as a liaison between LAFCO and the affected agencies and appointing Association.
- Provides technical expertise/advice throughout the service review process.
- Multiple TAC Meetings utilized in guiding the process.
- Assists in facilitating public participation.



## Community & Stakeholder Outreach:

- LAFCO Service Review Web-page.  
(<https://santaclaralafco.org/countywide-fire-service-review>)
- Provider and Agency Input (Questionnaire & Interviews).
- Informational Flyer developed and distributed.
- Three Community Meetings.
- Community Survey (Bi-lingual-Open through August).
- TAC Review and Guidance.
- Public Review and Comment on Draft & Revised Reports.
- Additional Community Meetings-For Input on Draft Report.
- LAFCO Public Hearings-Draft and Revised Reports.

## Project Schedule-Major Tasks:

Project Kick-Off .....	April 2021
Development of Evaluation Criteria.....	May 2021
Development/Distribution of Questionnaires.....	May-June 2021
Provider and Stakeholder Interviews.....	June-July 2021
Community Workshops.....	August 2021
Analysis of Data/Prepare Preliminary Findings.....	September 2021
Development of Draft Service Review.....	Oct/Nov 2021
Release Draft Service Review Report.....	December 2021
Community Workshops on Draft Report.....	January 2022
LAFCO Public Hearing on Draft Report.....	February 2022
Release Revised Report.....	February 2022
Public Comments Received/Reviewed.....	March 2022
LAFCO Public Hearing-Adopt Final Report.....	April 2022

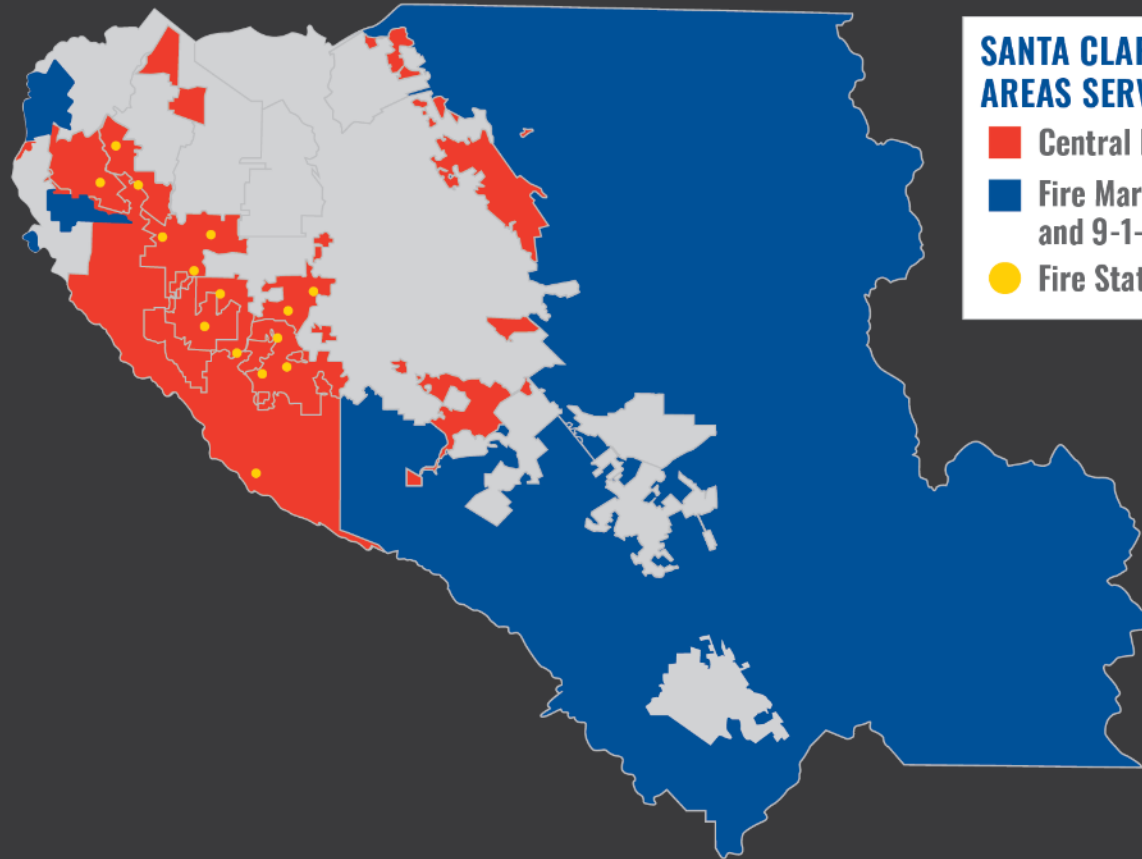


# WELCOME

Santa Clara County Fire  
Department provides  
*regionalized* emergency  
services and support to the  
largest county in Northern CA.

OUR MISSION



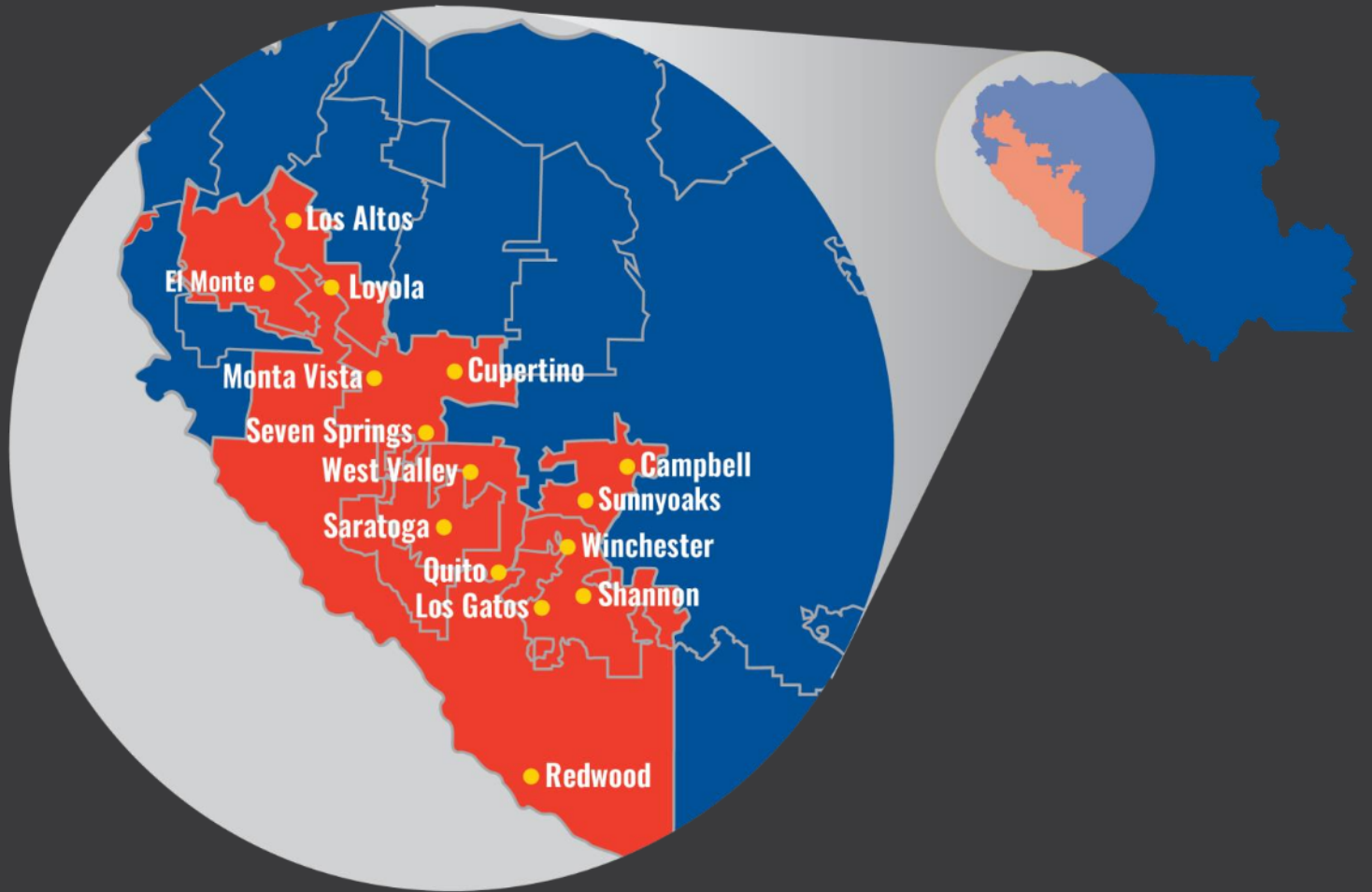


## SANTA CLARA COUNTY FIRE DEPARTMENT AREAS SERVED

- Central Fire Protection District
- Fire Marshal, Emergency Management, and 9-1-1 Service Area
- Fire Stations

# FIRE DISTRICT & contract services

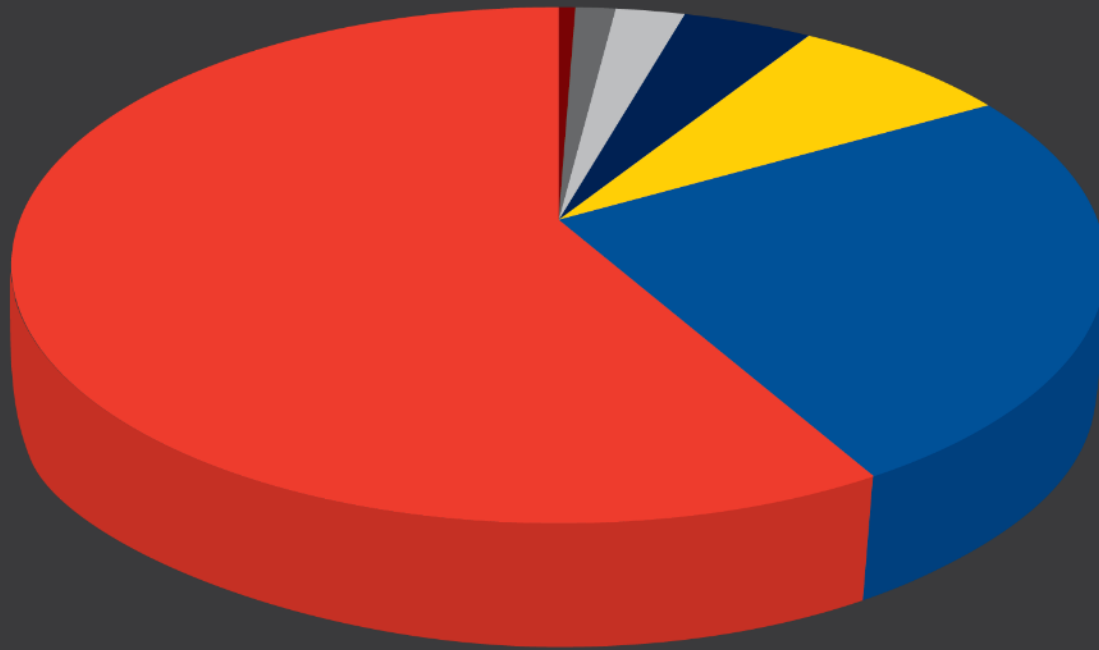




# SERVE

# 7 of 15 cities in SCC



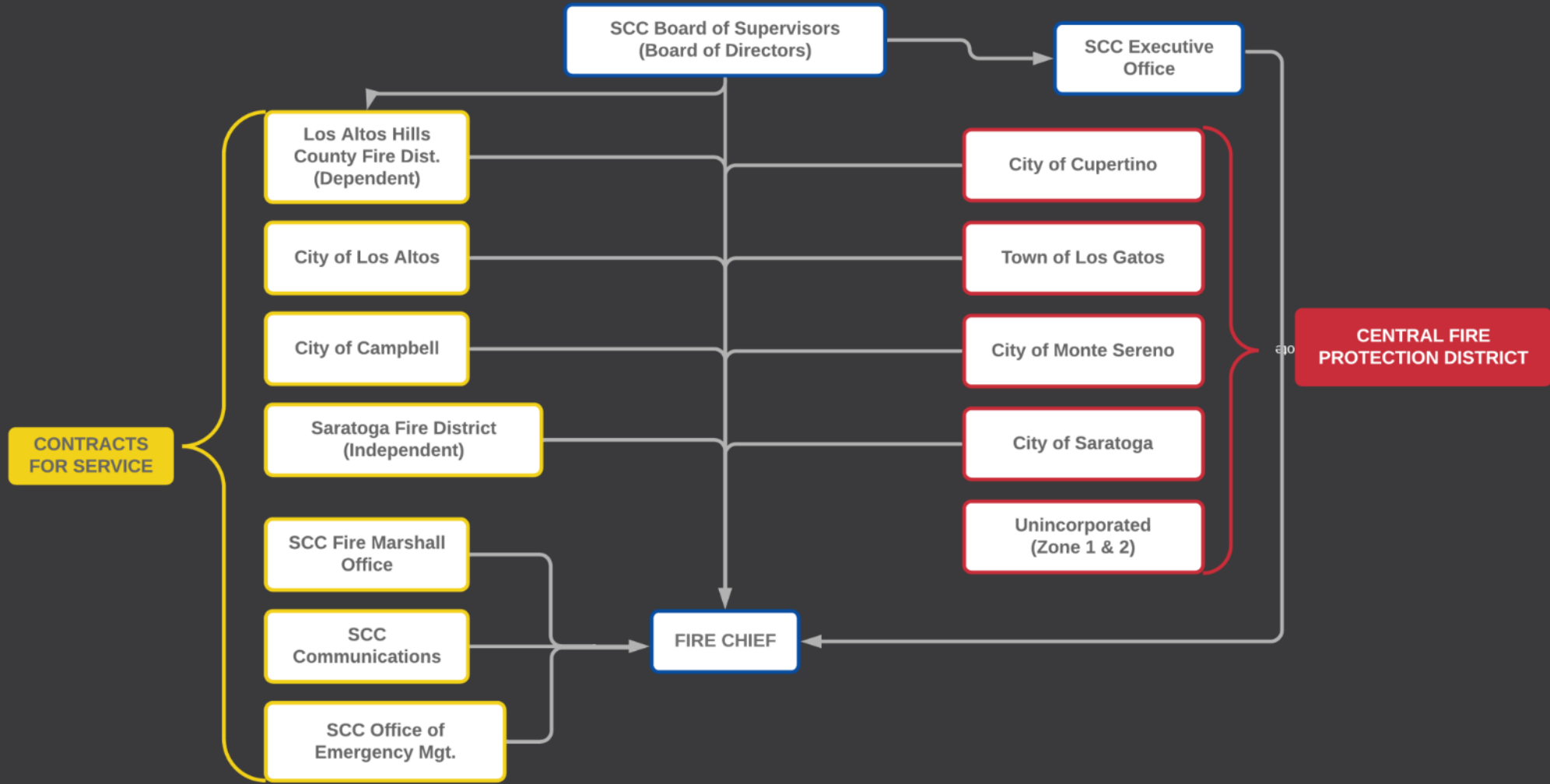


- EMS 11,686 (58.3%)
- Customer Service 4,999 (24.9%)
- Fire Alarm 1,599 (8%)
- Other 904 (4.5%)
- Fires 333 (1.7%)
- Hazardous Conditions 493 (2.6%)
- Rescues 59 (<1%)

# 20,000

# Incidents per year





# GOVERNANCE





# QUESTIONS

Brian Glass, Acting Fire Chief

Learn more at: [tinyurl.com/aboutscbfd](http://tinyurl.com/aboutscbfd)

[WWW.SCCFD.ORG](http://WWW.SCCFD.ORG)

