

FOR THE GOOD
OF THE WHOLE

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

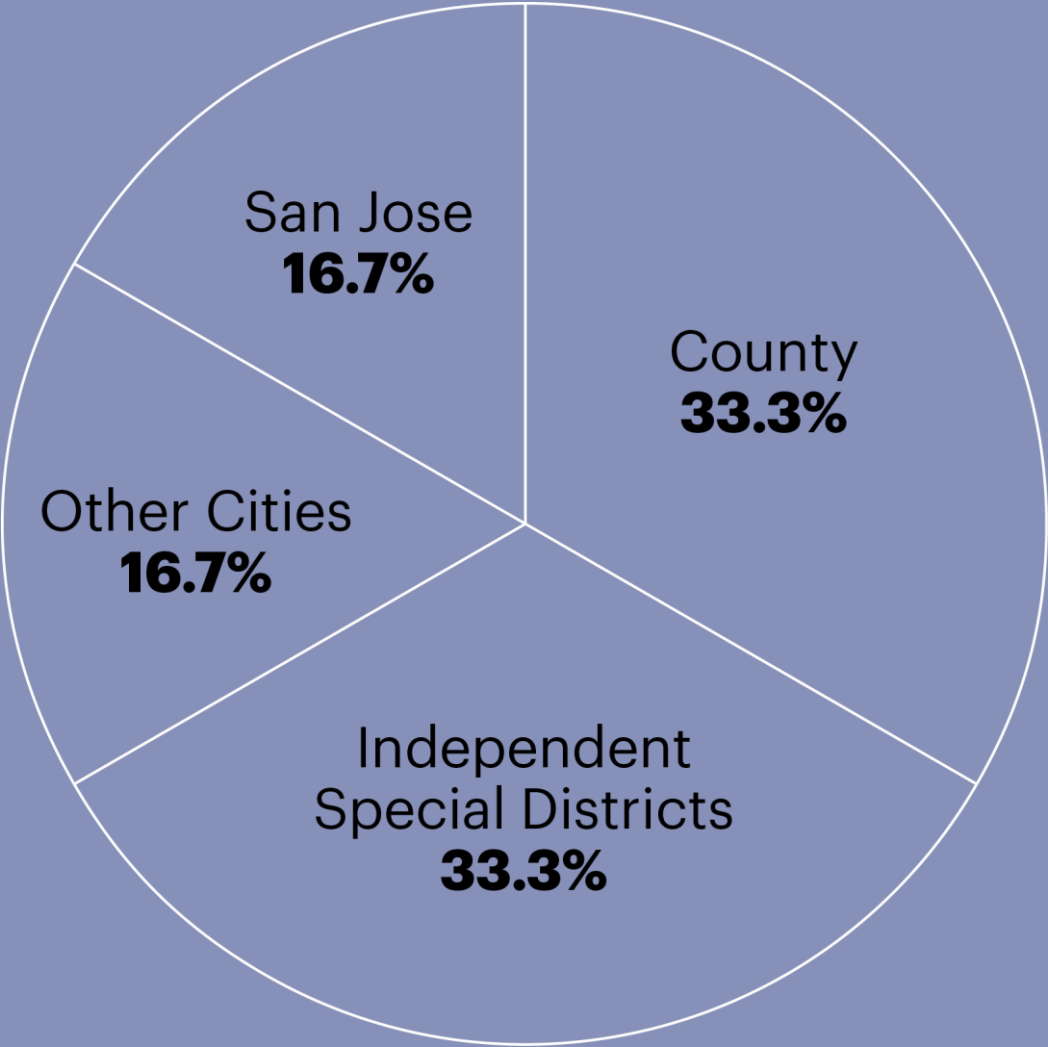


Terry Trumbull
Alternate
Public Member

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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THANK YOU!!!

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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

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

OUR MISSION

