

FOR THE GOOD  
OF THE WHOLE

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SANTA  
CLARA  
**LAFCO**

Local Agency Formation Commission  
of Santa Clara County

**INTRODUCTION TO LAFCO'S SERVICE REVIEWS**

**TAC MEETING #1**

**April 19, 2021**

# OUR MISSION

Promote sustainable growth and good governance in the 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

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



**Sergio Jimenez**  
City of San Jose Member

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



**Rich Constantine**  
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

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



**Susan Vicklund Wilson**  
Public Member



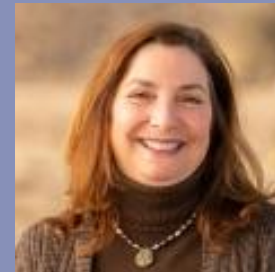
**Cindy Chavez**  
Alternate  
County Member



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



**Russ Melton**  
Alternate  
Cities Member



**Helen Chapman**  
Alternate Special  
Districts Member



**Terry Trumbull**  
Alternate  
Public Member



# 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



# COUNTYWIDE JURISDICTION

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## CITIES

CAMPBELL  
CUPERTINO  
GILROY  
LOS ALTOS  
LOS ALTOS HILLS  
LOS GATOS  
MILPITAS  
MONTE SERENO  
MORGAN HILL  
MOUNTAIN VIEW  
PALO ALTO  
SAN JOSE  
SANTA CLARA  
SARATOGA  
SUNNYVALE

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## SPECIAL DISTRICTS

### DEPENDENT DISTRICTS (9)

COUNTY SANITATION NO. 2-3  
COUNTY LIBRARY SERVICE AREA  
COUNTY LIGHTING SERVICE AREA  
LOS ALTOS HILLS COUNTY FIRE  
SANTA CLARA COUNTY CENTRAL FIRE  
SANTA CLARA COUNTY VECTOR CONTROL  
SOUTH SANTA CLARA COUNTY FIRE  
VALLEY TRANSPORTATION AUTHORITY  
WEST VALLEY SANITATION

### INDEPENDENT DISTRICTS (19)

ALDERCROFT HEIGHTS COUNTY WATER  
BURBANK SANITARY  
CUPERTINO SANITARY  
EL CAMINO HEALTHCARE  
GUADALUPE COYOTE RESOURCE CONSERVATION  
LAKE CANYON COMMUNITY SERVICES  
LION'S GATE COMMUNITY SERVICES  
LOMA PRIETA RESOURCE CONSERVATION  
MIDPENINSULA REGIONAL OPEN SPACE  
PACHECO PASS WATER\*  
PURISSIMA HILLS WATER  
RANCHO RINCONADA RECREATION AND PARK  
SAN MARTIN COUNTY WATER  
SANTA CLARA VALLEY OPEN SPACE AUTHORITY  
SANTA CLARA VALLEY WATER  
SARATOGA CEMETERY  
SARATOGA FIRE PROTECTION  
SOUTH SANTA CLARA VALLEY MEMORIAL  
WEST BAY SANITARY\*

\* lie principally outside Santa Clara County

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



## 5. SERVICE REVIEWS



### DEFINITION

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

### USES

- » Inform LAFCO's decisions
- » Generate options/ideas for efficient service provision and 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
- » A sphere of influence for a special district is a plan for the probable physical boundaries and service area of a district
- » 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

## 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 Protection 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.

### **Request for Information**

- » Consultant collects data; interviews affected agencies
- » Consultant tabulates data
- » Agencies verify tabulated data

## 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

# 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



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of Santa Clara County**

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**THANK YOU!!!**

