

FOR THE GOOD
OF THE WHOLE

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



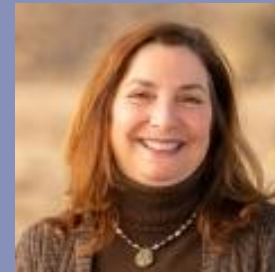
Cindy Chavez
Alternate
County Member



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

15

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

28

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



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

777 North First Street, Suite 410
San Jose, CA 95112

408.993.4705
lafco@ceo.sccgov.org

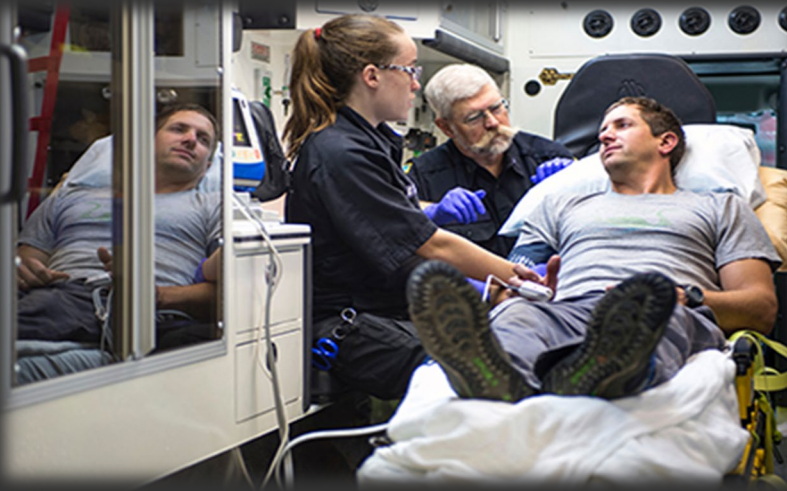
SantaClaraLAFCO.org

THANK YOU!!!



SANTA CLARA LAFCO COUNTYWIDE FIRE SERVICE REVIEW

AGENDA ITEM # 4



Mike Iacona, Manager-Fire & EMS

April 19, 2021

Project Scope of Work:

AGENDA ITEM # 4.1

LAFCO's Countywide Fires 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
- Completed over a one-year time-frame

Project Scope of Work:

AGENDA ITEM # 4.1

Involvement of all Service Providers:

- 4 - Fire Protection Districts
- 7 – Municipal Fire Departments
- Multiple Cities who Contract for Service
- Area Dispatch Centers
- Santa Clara County EMS
- Other Key Agencies
 - CAL FIRE
 - NASA/AMES/Moffett Field
 - Rural Metro/AMR Ambulance Service
 - Volunteer Fire Companies
 - Santa Clara County FireSafe Council

Project Scope of Work:

AGENDA ITEM # 4.1

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. Location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence (SOI)
3. Present and planned capacity of public facilities, adequacy of public services and infrastructure needs or deficiencies including needs or deficiencies related to...structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the SOI

Source: California Government Code §56430

Project Scope of Work:

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

- 4. Financial ability of agencies to provide services
- 5. Status of, and opportunities for, shared facilities
- 6. Accountability for community service needs, including governmental structure and operational efficiencies
- 7. Any other matter related to effective or efficient service delivery, as required by commission policy (Santa Clara LAFCO's policies do not identify other matters)

Source: California Government Code §56430

Role of TAC:

- Serve as a liaison between LAFCO and the affected agencies and appointing Association
- ✓ Help select consultant for project
- Provide technical expertise/advice throughout the service review process
- 5 TAC Meetings are anticipated

Project Schedule – Major Tasks:

AGENDA ITEM # 4.2

PREPARATION & KICK-OFF:

Finalize Contract.....April 9th
Project Kick-Off Meeting with TAC.....April 19th

DATA COLLECTION & COMMUNITY WORKSHOPS:

Development of Questionnaire.....Mid-May 2021
LAFCO Staff and TAC Review of Questionnaire.....End of May
Distribution of Questionnaire.....Early June
Provider and Stakeholder Interviews.....Month of June
Community Workshops.....Month of June
Check-in w/ TAC on Data Collection & Workshops.....End of June

Project Schedule – Major Tasks:

DATA ANALYSIS:

Analysis of Data/Prepare Preliminary Findings....July-August
Present Preliminary Findings to LAFCO staff.....Mid-August
Present Preliminary Findings to TAC.....Mid-August

DRAFT SERVICE REVIEW REPORT & PUBLIC WORKSHOPS:

Develop Draft Service Review.....Sept.-Oct.
Release Draft Service Review Report.....Mid-December
Public Review & Comment Period.....Mid-Dec.-Mid Jan.
Public Workshops on Draft Report.....Early Jan. 2022
LAFCO Public Hearing on Draft Report.....Early February
Update TAC on Comments Received.....Mid-February

Project Schedule – Major Tasks:

AGENDA ITEM # 4.2

REVISED DRAFT SERVICE REVIEW REPORT:

Revise Draft Service Review Report.....Mid-February 2022
Release Revised Draft Service Review Report.....End of February
Public Review & Comment Period.....End of Feb.-Mid Mar.
LAFCO Public Hearing on Revised Draft Report.....Early April 2022
Final Fire Service Review Completed.....End of April 2022

Project Schedule – Major Tasks:

AGENDA ITEM # 4.2

TAC to Discuss Need for Additional Presentations (who, what, when)?:

- Santa Clara County Fire Chiefs' Association?
- Santa Clara County/Cities Managers' Association?
- Cities Association of Santa Clara County?

Fire Service and Emergency Medical Response Services Issues:

From Prior Fire Service Review:

- Options for funding/serving underserved areas of County and status and best practices for role and oversight of volunteer fire companies to provide services in these areas
- Regional fire and emergency medical service delivery in South County Region
- Analysis of issues and efficiencies of fire districts contracting for service w/ another district
- Assessment of other opportunities to improve service effectiveness for fire service providers in the County

Fire Service and Emergency Medical Response

Services Issues:

Emerging Issues:

- Climate change, wildfires, and fire concerns in the Wild and Urban Interface (WUI)
- Role of mutual and automatic aid, and interagency communication and coordination
- Fire prevention, protection, and community resiliency
- New law requiring LAFCO to review fire service contracts, LAFCO's consideration of fire risks when reviewing proposals in very high fire hazard zone, and presence and use of private fire protection service providers in County



Fire Service and Emergency Medical Response

Services Issues:

Emerging Issues:

- Any other issues identified through the service review process, as appropriate

Community Engagement & Outreach Approaches:

- LAFCO Website (flyer, TAC meeting agendas, other resources)
- Community Workshops (format, topics)?
- Community Survey?
- Other ideas?

Topics For Next TAC Meeting:

- Review Data Collection Questionnaire/Survey
- Discuss/Identify Appropriate Costs & Service Evaluation Measures
- Discuss Plan for Conducting Community Workshops
- Other items (TBD)

*WORKING TOGETHER THROUGH
PLANNING AND ANALYSIS TO
IMPROVE SERVICE OUTCOMES*