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Mayor
City of Escondido

July 10, 2017

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Vice Chairwoman

Jo MacKenzie
Vista Irrigation District

TO: Local Agency Formation Commission

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FROM: Executive Officer
Chief Analyst

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Members

Bill Horn
County Board of
Supervisors

SUBJECT: Municipal Service Review and Sphere of Influence: County Service Area No. 115 (Pepper Drive) (MSR13-62; SR13-62) Lakeside Fire Protection District (MSR13-70; SR13-70) San Miguel Consolidated Fire Protection District (MSR13-90; SR13-90)

Dianne Jacob
County Board of
Supervisors

Andrew Vanderlaan
Public Member

Adoption of an Amendment to the Spheres of Influence of County Service Area No. 115 (Pepper Drive) (SA14-12; SA14-13) Lakeside Fire Protection District (SA14-12) San Miguel Consolidated Fire Protection District (SA14-13)

Lorie Zapf
Councilmember
City of San Diego

Catherine Blakespear
Mayor
City of Encinitas

Ed Sprague
Olivenhain Municipal
Water District

Proposed "County Service Area No. 115 (Pepper Drive) Reorganization No. 1" (San Miguel Consolidated Fire Protection District) (RO14-12) and "County Service Area No. 115 (Pepper Drive) Reorganization No. 2" (Lakeside Fire Protection District) (RO14-13)

Alternate Members

Greg Cox
County Board of
Supervisors

Chris Cate
Councilmember
City of San Diego

EXECUTIVE SUMMARY

For the past four years, LAFCO staff has been actively involved with a number of fire agencies to address long-term fire protection and emergency medical service issues in the unincorporated Pepper Drive area, located south of the City of Santee and north of the City of El Cajon. The Pepper Drive area is currently provided fire protection by County Service Area (CSA) No. 115 in this densely populated suburban area consisting of nearly 450 acres. There are over 1,600 housing units and approximately 4,300 residents within CSA No. 115. Refer to attached map (**Attachment 1**). This report summarizes the LAFCO procedure, the dual applications, all three technical reports and the Municipal Service Review (MSR) and Sphere of Influence (SOI) determinations.

Racquel Vasquez
Mayor
City of Lemon Grove

Harry Mathis
Public Member

Judy Hanson
Leucadia Wastewater
District

Executive Officer

Michael D. Ott

Legal Counsel

Michael G. Colantuono

Background

CSA No. 115 was originally formed in 1985 following the merger of the Santee Fire Protection District with the City of Santee. From 1985 to 2016, CSA No. 115 had been responsible for structural fire protection and emergency medical services within the Pepper Drive area via a contract with the City of Santee. In May 2013, San Diego LAFCO began collecting fire protection call data in response to inquiries from the San Miguel Consolidated Fire Protection District (FPD) and Lakeside FPD, who both expressed interest in dissolution of CSA No. 115 and annexation of the dissolved CSA territory. While the County of San Diego had historically contracted with the City of Santee to serve the predominantly single-family residential area, LAFCO staff's collection of call history data determined that other fire providers, including San Miguel Consolidated FPD, Lakeside FPD, and the City of El Cajon also responded to a number of calls within the unincorporated community. The County of San Diego subsequently revised its contracting procedures and released a new contract in April 2016 that reimburses all first responders based on quarterly response data.

A number of meetings with representatives from LAFCO and the two fire districts also occurred from June 2013 to September 2014 to discuss a more efficient method to deliver fire service in the area. To assist the districts in evaluating the merits of a possible reorganization of the CSA, consultant assistance was provided by LAFCO to the San Miguel and Lakeside FPDs through an arrangement with Rich Miller, President of Metro Plan LLC. The following year, in March 2015, the Board of Directors for San Miguel Consolidated and Lakeside Fire Protection Districts both submitted separate applications with LAFCO to initiate a reorganization involving CSA No. 115. The reorganization proposals both involved the dissolution of CSA No. 115, the concurrent annexation of the dissolved territory to the respective districts and the completion of any related sphere/service review actions. Pursuant to Government Code Section 56657, LAFCO may not approve a reorganization proposal until it has considered any other proposals that may conflict with the subject proposal, provided that any other proposal was submitted to the Commission within 60-days of the submission of the subject proposal. This provision in State Law applied to the two conflicting applications. Therefore, both proposals need to be processed and considered by LAFCO together.

LAFCO Procedure

Due to the complexity of the proposed reorganizations, this San Diego LAFCO staff formed a stakeholder committee in July 2016 consisting of representatives from both fire districts and the County to resolve issues, address concerns of all affected parties and identify possible alternatives. The Cities of El Cajon and Santee joined the committee in February 2017. During these meetings, Lakeside and San Miguel FPDs reestablished constructive discussions and expressed interest in modifying their applications to equitably divide the CSA territory and revenues. LAFCO staff supported this cooperative method and offered to process the two conflicting applications using a joint application approach. To further assist in the collaborative efforts, the Commission formed an ad hoc committee, composed of Commissioners Vanderlaan, MacKenzie, Sprague and Supervisor Jacob, which held a total of six meetings during September 2016 to June 2017 and included a visit to the districts' new fire station sites on

September 26, 2016. The *San Diego LAFCO East County Fire Protection Committee* was a temporary ad hoc committee. Its purpose was to examine the two competing applications and assist with the associated service and financial analysis.

During this nine month process, the ad hoc committee completed the following actions: (1) reviewed the boundaries of the proposed reorganization to identify the respective portions of CSA No. 115 to be annexed to each district; (2) identified issues that need to be addressed through terms and conditions; (3) analyzed the fiscal feasibility of both districts; (4) evaluated current and proposed levels of service; (5) identified issue areas/legal questions that may impede reorganization discussions or require further research; (6) evaluated the adopted 4-way contract with the County of San Diego and the East County fire agencies, and (7) coordinated with stakeholders and LAFCO staff on all of the above. These tasks were accomplished through a series of technical reports.

Technical Reports

The primary task for LAFCO staff, as an independent and neutral participant in this process, was to conduct a thorough review of the San Miguel Consolidated FPD and Lakeside FPD. This review was completed in a three-part report. The first report analyzed the fiscal health and overall financial performance of each district during the last five years and was presented to the committee on December 5, 2016 for review and comments. Supporting documents included adopted budgets and audited financial statements. The second report examined current and proposed service provision within CSA No. 115 and was reviewed by the committee on February 3, 2017. The third and final report focused on the in-depth factors currently affecting the short and long-term operations of both fire districts. Specifically, this financial report projected the two fire agencies' revenues and expenses for the next ten years. The committee reviewed and provided comments during the June 5, 2017 meeting. Each technical report was then finalized and incorporated into one comprehensive municipal service review. The MSR is attached (see **Attachment 2**) and discussed later in this staff report.

Status of Applications

The CSA No. 115 reorganization process has been challenging in terms of changing variables and conditions. The competing applications have endured several key changes since their submittal back in March 2015, with additional modifications still occurring at this date. This, however, has not deterred the two fire districts; in fact, this joint approach has only strengthened the working relationship between Lakeside and San Miguel FPDs. The proposed reorganization has since manifested into a collaborative venture to ensure the delivery of adequate service levels to the current and future residents within CSA No. 115. Major issues such as the competing applications, construction of San Miguel fire station within Lakeside's jurisdictional boundary, and opposition of a joint use facility, have diminished as part of this LAFCO process. Prior to the mailing of this report, the two fire agencies met with LAFCO staff and submitted a letter signed by both Fire Chiefs to LAFCO's Executive Officer expressing their continued support of the joint application approach (refer to **Attachment 3**). The fire districts encourage the Commission to move forward with this cooperative concept.

As stated in the agencies' dual letter dated June 21, 2017, the benefits of the joint application include:

1. **Administrative Cost Reduction** - With the dissolution of CSA No. 115, administrative costs associated with contracting for emergency responses into CSA No. 115 will be eliminated. The funds associated with the administrative costs could be reallocated to direct services for constituents.
2. **Elimination of Medical Response Delays** - Currently, Monte Vista Command Center (Cal Fire/County Fire) dispatches fire apparatus for CSA No. 115, and Heartland Communications dispatches ambulances for CSA No. 115. With the proposed reorganization, Heartland Communications would be the single point of dispatch for all 911 responses into CSA No. 115. This single point of dispatching simplifies and eliminates delays in transferring the 911 call from Cal Fire's Monte Vista Communications Center to Heartland Communications.
3. **Consolidation of Services to CSA No. 115** – The Pepper Drive area receives emergency services from a multitude of service providers. Also, non-emergency services are delivered in a fragmented system. There will be greater collaboration and coordination of these services once implemented by one provider for each of respective area if the CSA No. 115 reorganization is approved.

Municipal Service Review & Sphere of Influence Update

The Municipal Service Review for fire protection and emergency medical services within the unincorporated area of San Diego East County Region represents a comprehensive evaluation of three primary public agencies: County Service Area No. 115, Lakeside Fire Protection District, and San Miguel Consolidated Fire Protection District. These agencies are principally responsible for providing structural fire protection and emergency medical services to approximately 191,000 residents. As population growth is projected to continue, the real need for emergency services will increase – along with constituents' expectations for an effective system to provide medical services. The purpose of this MSR is to evaluate the service delivery within CSA No. 115 and assess the potential jurisdictional change(s) to effectively meet future demands.

The MSR evaluates seven determinations as required by Government Code Section 56430. The determinations cover: (1) growth and population projections; (2) location and characteristics of any disadvantaged unincorporated communities; (3) present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies; (4) financial ability of each agency; (5) status of and opportunities for shared services; (6) accountability for community service needs; and (7) any other matter related to effective or efficient service delivery. The listed determinations fulfill LAFCO requirements for CSA No. 115, and the Lakeside and San Miguel Consolidated Fire Protection Districts. These determinations must be made prior to the consideration of the proposed CSA No. 115 reorganization. The following discusses the determination summaries.

Determination 1: Growth and Population Projections for the Area

- SANDAG projections to 2050 indicate that the East County Region will undergo significant growth to an estimated 417,575 residents.
- Planning for future fire protection and emergency medical services in the region is hampered by a fragmented system with a multitude of service providers surrounding CSA No. 115 (Pepper Drive).

Determination 2: The Location and Characteristics of any Disadvantaged Unincorporated Communities Within or Contiguous to the Sphere of Influence

- Within approximately 50% of CSA No. 115, the inhabited unincorporated area is classified as a disadvantaged unincorporated community.

Determination 3: Present and Planned Capacity of Public Facilities and Adequacy of Public Services including Infrastructure Needs of Deficiencies

- There is no long-term comprehensive strategy within the East County Region to improve or add to infrastructure for fire protection and emergency medical services.
- Recent fire station relocation efforts may lead to an increase in optimal service delivery.
- CSA No. 115 relies upon a complex system of automatic and mutual aid among local agencies, in addition to a 4-way contract between neighboring fire agencies in order to provide fire protection and emergency medical services.
- County Service Areas that provide fire protection and emergency medical services have traditionally been restricted to volunteer, part-time emergency personnel unless funds to provide staff facilities are identified. CSA No. 115 instead relies on a contractual system involving municipalities and fire districts.

Determination 4: Financial Ability of Agencies to Provide Services

- Subject agencies are heavily dependent on property tax revenue to fund fire protection and emergency medical service responsibilities.
- Operational performance (operating revenue vs. operating expenses) by San Miguel and Lakeside Fire Protection Districts during the past fiscal years increased total reserve balances.
- Financial forecast for San Miguel and Lakeside Fire Protection Districts during the next ten years raised some areas of concern.
- The proposed Plan for Service indicates no new or extended benefit fee, special tax, or assessment will be implemented to CSA No. 115 from either San Miguel or Lakeside Fire Protection District.

Determination 5: Status and Opportunity for Shared Facilities

- Adoption of a 4-way contract between the County of San Diego and the neighboring fire agencies ensures the delivery of fire service but does not apply long-term facility sharing opportunities for CSA No. 115.
- Consideration of a joint use facility may avoid duplicating organizational structures and overlapping operational capabilities.

Determination 6: Accountability for Community Service Needs, including Governmental Structural and Operational Efficiencies

- CSA No. 135, San Miguel FPD, and Lakeside FPD are authorized to provide the following services: fire protection; rescue services; emergency medical services; hazardous material emergency response; ambulance services, and other services relating to the protection of lives and property.

Determination 7: Any Other Matter Related to Effective or Efficient Service Delivery, as Required by Commission Policy

- Service review also evaluates the benefits and constraints associated with the proposed CSA No. 115 Reorganization which analyzes several elements including the financial and service ramifications of the reorganization, any cost avoidance opportunities, and consideration of jurisdictional alternatives.

In order to carry out its purposes and responsibilities for planning and shaping the logical and orderly development and coordination of local governmental agencies, the Commission must also review and update, as necessary, the sphere of influence of each fire district and any affected agency, pursuant to Government Code Section 56425. Such responsibility is designed to promote long-term service provisions by addressing present and future needs. Defined as a plan for the probable physical boundaries and service area of a local government agency, a sphere is considered to be a planning tool that is designed to provide guidance in reviewing proposals, promoting the efficient provision of municipal services, and preventing duplication of service responsibility. In determining a sphere, the Commission is required to consider specific factors and make written determinations related to: (1) present and planned land uses in the area, including agricultural and open space lands; (2) present and probable need for public facilities and services in the area; (3) present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide; (4) existence of any social and economic communities of interest in the area; and (5) present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence. Sphere recommendations may also include provisions for the designation of a special study area to facilitate further reorganization discussions among affected jurisdictions. CSA No. 115 will continue to be a key issue in the East County Region and the Commission may consider designating the affected territory as a special study area for Lakeside and San Miguel FPDs respectively. This designation would identify and help resolve related jurisdictional issues.

While this MSR and Sphere of Influence Analysis is in association with the proposed CSA No. 115 reorganization, LAFCO staff has been actively involved with other fire agencies to address long-term fire protection and emergency medical service issues involving unincorporated areas within the County. Active proposals such as the proposed annexation of two unincorporated islands, for example, to CSA No. 135, Alpine FPD, San Miguel FPD, Lakeside FPD, and CSA No. 135 respectively; and the proposed annexation of six unserved islands to Alpine FPD may require subsequent sphere of influence amendments in the near future. Thus, it is LAFCO's responsibility to anticipate these potential jurisdictional boundary changes in the East County

Region as part of this sphere of influence study. With that being said, Statement of Determinations for CSA No. 115, Lakeside FPD, and San Miguel FPD will only be considered at this time.

Lakeside FPD

The Lakeside FPD boundary covers approximately 45 square miles northeast of the Cities of Santee and El Cajon and contains significant wildland interface. LAFCO approved a sphere of influence for the Lakeside FPD in 1983 that includes a net area that is larger than the district boundary. The Lakeside FPD boundary may change in the foreseeable future if the proposed CSA No. 115 reorganization is approved by the Commission. However, with the exception of a special study area overlay covering CSA No. 115, no change in the existing Lakeside FPD larger-than-district sphere boundary is recommended at this time.

San Miguel FPD

The boundary of the SMCFPD reflects the territory and spheres-of-influence of each FPD that was absorbed and includes the unincorporated communities of Bostonia, Casa de Oro, Crest, Grossmont/Mt Helix, Rancho San Diego, Spring Valley, and unincorporated areas adjacent to the Cities of El Cajon, La Mesa, and Lemon Grove. The Bostonia area, which was part of the former East County FPD, is geographically separate from the principal SMCFPD service area. LAFCO approved a sphere-of-influence for the San Miguel Consolidation FPD in 1987 that was larger than the district boundary. The sphere was expanded in 2008 to accommodate consolidation with the East County FPD. The San Miguel FPD boundary may change in the foreseeable future if the proposed CSA No. 115 reorganization is approved by the Commission. However, with the exception of a special study area overlay covering CSA No. 115, no change in the existing San Miguel FPD larger-than-district sphere boundary is recommended at this time.

CSA No. 115

As part of the proposed “CSA No. 115 Reorganization Nos. 1 & 2”, the CSA No. 115 would reaffirm the current zero sphere of influence signifying the service responsibilities of the agency should be transferred to a one or more neighboring fire agency. The territory within the CSA No. 115 should eventually become part of another agency’s sphere of influence. However, neither an expansion nor modification to delete territory since the 2007 sphere update is being proposed at this time.

Special Study Area

Sphere recommendations may also include provisions for the designation of a special study area to facilitate further reorganization discussions among affected jurisdictions. While it is recommended that San Miguel and Lakeside FPDs’ sphere be reaffirmed, the Commission may also consider designating the CSA No. 115 territory as a special study area. This designation would identify this key issue within the East County Region and help resolve related jurisdictional issues. Maps of the agencies’ service boundaries and sphere of influence boundaries, including the special study area, are included as exhibits in the attached municipal service review and sphere analysis report.

STAFF CONCLUSIONS AND RECOMMENDATIONS

The formation of an ad hoc and stakeholder committee established a process and meeting platform which allowed LAFCO staff to fully address the various factors and issues associated with the proposed reorganization of CSA No. 115, while fully utilizing the expertise and knowledge from the committee members. Each technical report received constructive feedback which improved the accuracy of LAFCO staff's conclusions. Copies of all agency comments are attached to each technical report respectively. As a result, the overall municipal service review is a byproduct of the consensus effort provided by each committee member.

Government Code Sections 56425 and 56430 require LAFCO to conduct comprehensive review of municipal services and spheres of influence by preparing a written statement of determinations for several categories of inquiry. Determinations are not findings of fact; rather, they are declaratory statements that make a conclusion, based on all the information and evidence presented to the Commission. The determinations are based on a comprehensive analysis of local agency service information. This evaluation establishes the basis for Commission determinations and conclusions about the adequacy of service provision. The commission, other agencies, or the public may use the determinations to provide guidance for future decisions; however, the determinations themselves do not represent recommendations for action. The following MSR and SOI determinations were analyzed:

Municipal Service Review Determinations

- (1) Growth and population projections;
- (2) Location and characteristics of any disadvantaged unincorporated communities;
- (3) Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies;
- (4) Financial ability of each agency;
- (5) Status of and opportunities for shared services;
- (6) Accountability for community service needs; and
- (7) Any other matter related to effective or efficient service delivery.

Sphere of Influence Determinations

- (1) Present and planned land uses in the area, including agricultural and open space lands;
- (2) Present and probable need for public facilities and services in the area;
- (3) Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
- (4) Existence of any social and economic communities of interest in the area; and
- (5) Present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

Following the completion of the MSR and SOI Update Analysis, the Commission will have additional information regarding the service and financial impacts associated with the proposed CSA No. 115 reorganization. As the subject agencies continue to work diligently in order to move the proposed reorganization forward, several changes affecting the joint application are expected to occur in the near future. These upcoming activities, accompanied by staff recommendations, are discussed below.

New Fire Station: During the June 14, 2017 Board meeting, San Miguel FPD agreed to consider relocating its new fire station from the Pepper Drive site (outside San Miguel's jurisdiction), to a site on Bradley Avenue (within San Miguel's jurisdiction). This decision avoids the potential overlapping boundary issue identified earlier in the LAFCO process while still addressing the need for a fire station in the East County Region. The fire station relocation may require further LAFCO analysis, modification of the joint application's proposed jurisdiction boundaries, and amendments to the map & legal description produced by the County Assessor's Office.

Staff Recommendation: *The Commission should direct the Executive Officer to coordinate with the two fire districts and modify the reorganization map & legal descriptions to acknowledge the new proposed jurisdictional boundaries upon finalization of the Bradley Avenue Fire Station site or a different site based on a determination by the San Miguel FPD.*

Transition of Service Responsibility: San Miguel FPD will reestablish all fire service responsibilities on July 13, 2017 as a result of the Cal FIRE contract termination. The Commission's third technical report projected the financial health of San Miguel FPD whether it outsourced or retained local control. San Miguel's actual performance following the transition of service responsibilities should be given 6-12 months before LAFCO consideration of the reorganization of CSA No. 115.

Staff Recommendation: *The Commission should consider the accuracy of LAFCO staff's projections discussed in the third technical report with actual budgets and/or audited financial statements as part of a progress report. The Executive Officer should be directed to return to the Commission in 6-12 months.*

Four-way Contract: The next round of quarterly reimbursements to each service providers based on response call data is scheduled to occur in September 2017. Prior to the reimbursements, a meeting with the four fire agencies (Lakeside FPD, San Miguel FPD, and the Cities of El Cajon and Santee) with the County will take place in August to discuss the call data collection.

Staff Recommendation: *The Commission should direct staff to continue monitoring the agreement and receive a progress report on the effectiveness of the contract from the County as part of a status update in 6-12 months.*

Technical Report Update: During the review of the third technical report which focused on Lakeside and San Miguel FPDs' 10-year financial projections, the ad hoc committee and stakeholders had several requests to revise certain assumptions and forecasted budget line items, specifically involving Salaries & Benefits. Additionally, the ad hoc committee had an extensive discussion about the need for a more in-depth analysis on how fire agencies fund their governmental activities such as worker's compensation, internal operations, and other long-term expenditures. **Attachment 4** provides a breakdown of operational costs for several fire agencies in San Diego County. A supplemental report or revisions to the third technical report may be necessary in order to address the comments received by the ad hoc and stakeholder committees. Any further adjustments to the technical reports should be based on audited financial information depicting any deviation of LAFCO projections and sent to LAFCO staff for review and consideration.

Staff Recommendation: *The Commission should consider addressing the agency comments and updating the technical reports in 6-12 months based on revisions submitted by San Miguel FPD, Lakeside FPD, and/or the County of San Diego.*

Reorganization Process: The proposed CSA No. 115 reorganization is still deemed incomplete until a map & legal description of the proposed boundaries is finalized and the Board of Supervisors adopts a property tax resolution distributing property tax revenues following the proposed dissolution of CSA No. 115 and subsequent annexation of the dissolved territory to Lakeside and San Miguel FPDs accordingly. The two districts have requested the Commission to consider the proposed reorganization no later than 3 months.

Staff Recommendation: The Commission may set a tentative date for consideration of the proposed CSA No. 115 reorganization and allow the two districts to work with the County and LAFCO to complete the pending actions. Consideration of the reorganization should be postponed for 6-12 months. Therefore, it is:

RECOMMENDED: That your Commission,

- (1) Find in accordance with the Executive Officer's determination, pursuant to Sections 15061(b)(3) and 15320 of the State CEQA Guidelines, that the Sphere of Influence Update, in association with "County Service Area No. 115 (Pepper Drive) Reorganization Nos. 1 & 2" are exempt from CEQA review because: (1) it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment, and the activity is not subject to CEQA [Section 15061(b)(3) of the State CEQA Guidelines], and (2) the project consists of changes in the organization or reorganization of local governmental agencies and sphere of influence amendments, where the changes do not change the geographical area in which previously existing powers are exercised [Section 15320 of the State CEQA Guidelines];
- (2) Find in accordance with the Executive Officer's determination, that pursuant to Section 15262 of the State CEQA Guidelines, the Proposed Municipal Service Review in

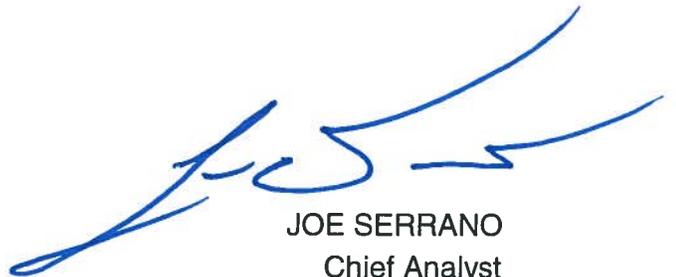
association with the "County Service Area No. 115 (Pepper Drive) Reorganization Nos. 1 & 2" involves only feasibility or planning studies for possible future actions which LAFCO has not approved, adopted, or funded and does not require the preparation of an EIR or Negative Declaration, and will not have a legally binding effect on later activities;

- (3) For the reasons set forth in the Proposed Municipal Service Review and Sphere of Influence Update Analysis, reaffirm the sphere of influence of the County Service Area No. 115 (zero sphere), Lakeside FPD (larger-than-district), and San Miguel Consolidated FPD (larger-than-district); approve the assignment of a special study area designation among the affected agencies; and adopt the written Statements of Determinations as proposed in Appendix A;
- (4) Direct the Executive Officer to coordinate with San Miguel and Lakeside Fire Protection Districts and modify the reorganization map & legal descriptions to acknowledge the new proposed jurisdictional boundaries upon finalization of the Bradley Avenue Fire Station or a different fire station as determined by the San Miguel FPD.
- (5) Direct the Executive Officer to request San Miguel and Lakeside Fire Protection Districts to provide audited financial information depicting and analyzing any deviation of LAFCO financial projections with actual data, if applicable, at the end of the next fiscal year (June 30, 2018).
- (6) Direct the Executive Officer to continue monitoring the San Miguel Fire Protection District's transition to a standalone fire agency, the CSA No. 115 4-way contract, and the accuracy of LAFCO staff's 10-year projection and return to the Commission with an update in 6-12 months or as directed by the Commission.
- (7) Postpone Commission consideration of the CSA No. 115 reorganization for 6-12 months in order to provide San Miguel and Lakeside Fire Protection Districts a sufficient amount of time and complete the statutorily requirements including but not limited to the finalization of the map & legal description and adoption of the property tax exchange agreement.

Respectfully submitted,



MICHAEL D. OTT
Executive Officer



JOE SERRANO
Chief Analyst

MDO:JS:eb

Attachments:

- 1) Overall Vicinity Map
- 2) Municipal Service Review & Sphere of Influence Study
- 3) Applicant's Letter dated June 21, 2017
- 4) Fire Agencies' Internal Operations Overview