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AGENDA REPORT

December 4, 2017

Item No. 11 (Business/Discussion)

November 22, 2017

TO: Commissioners

FROM: Executive Officer

**SUBJECT: Update | Development of a New Five-Year Study Schedule
Calendaring Municipal Service Reviews and Sphere Updates**

SUMMARY

The San Diego Local Agency Formation Commission (Commission) will receive an update on the current development of a new study schedule calendaring municipal service reviews and sphere of influence updates for the 2018-2022 cycle. This includes summarizing staff efforts to date in outreach to cities and special districts to help identify opportunities to synch the timing of the studies with other germane local planning activities, such as general plan updates and facility improvements. The update is being provided for discussion with respect to the Commission (a) reflecting on the approach, structure, and outcomes associated with earlier cycles and (b) providing input on how these studies can be organized and/or sequenced to enhance value going forward. Feedback will be incorporated into the preparation of a draft study schedule for formal consideration by the Commission at a future meeting.

BACKGROUND

**Study Directive |
Municipal Service Reviews and Sphere of Influence Updates**

State law directs LAFCOs to review and update – as appropriate – spheres of influence for all cities and special districts every five years and in step with delineating the area the Commission believes represents the agencies’ appropriate current and future boundaries and service areas. State law also specifies LAFCOs must inform their sphere updates by preparing comprehensive evaluations – titled municipal service reviews – to determine the availability and adequacy of local governmental services relative to current and

future community needs. The legislative purpose of the municipal service review is to ensure LAFCOs are proactive in independently overseeing local government agencies and their public services ahead of subsequent sphere updates with increasingly emphasis in promoting accountability and efficiencies. Additionally, municipal service reviews serve as source documents with respect to LAFCOs' authority to initiate certain regulatory actions, such as forming, consolidating, merging, or dissolving one or more local agencies.

Previous Study Cycles

This calendar year marks the end of the current five-year study cycle with respect to San Diego LAFCO preparing municipal service reviews and sphere updates under State law. Overall – and since the mandate was enacted beginning in 2001 – LAFCO has prepared close to 100 distinct studies during the course of the three cycles (2001-2007; 2008-2012; and 2013-2017) and covering close to 90% of all local agencies subject to LAFCO oversight. Nearly all of the studies have been prepared in-house and largely divided between region-specific and service specific. (The remaining prepared studies have been agency-specific.) A detailing of the agencies reviewed by LAFCO to date is provided as Attachment One.

DISCUSSION

This item is for the Commission to provide feedback on San Diego LAFCO's development of a new five-year study schedule covering the 2018-2022 period. This includes the Commission reflecting on the approach, structure, and outcomes associated with earlier cycles and providing input on how these studies can be organized and/or sequenced to enhance value going forward. Feedback provided will be incorporated into the preparation of a draft study schedule for formal consideration by the Commission at a future meeting and presumably as early as February 2018.

ANALYSIS

San Diego LAFCO is obligated under State law to prepare a new round of municipal service reviews and sphere of influence updates beginning in 2018, and as such statutory compliance is a baseline objective in developing a study schedule. Compliance aside, LAFCO retains substantive discretion in how it chooses to calendar these studies relative to addressing the Commission's preference and priorities. This includes the deciding the scope (i.e., region, service, or agency-specific) and breadth (i.e., cursory or detailed) of the underlying analysis of each study undertaken.

With this in mind, and without the benefit of Commission input, it is staff's working expectation the next study schedule will largely – though with some notable deviations – replicate the emphasis and structure employed in past cycles. This includes, most notably, emphasizing regional and service-specific studies to more readily economize budgeted resources to address multiple agencies as part of one study while also readily capturing

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meaningful comparisons; whether among adjacent agencies in a single geographic area or among agencies providing a common service in multiple geographic areas. It is also expected the majority of studies will again be performed by staff and as a means to continue to build LAFCO's organizational capacity and limit the use of outside consultants unless specific and supplemental expertise is needed. Some changes relative to past study cycles, however, are anticipated. This includes emphasizing more quantitative analysis in the studies in benchmarking key growth, service, and financial trends and in doing so making greater use of the extensive data collected during the earlier previous cycles. Further, and distinct from previous cycles, staff anticipates the next round of studies will expand the analysis to address additional items either in response to new legislation and/or local conditions. These anticipated new topic areas for inclusion – albeit to different degrees relative to Commission preferences – in the next study cycle follow.

- Native American Tribes | Municipal Service Needs
- Joint Power Authorities | Senate Bill 1266
- Mutual Water Companies | Assembly Bill 54
- Island Annexations | Mapping and Outreach
- Disadvantaged Unincorporated Areas | Mapping and Outreach

RECOMMENDATION

This item is for discussion and feedback only. To this end, it is recommended the Commission (a) reflect on the approach, structure, and outcomes associated with earlier studies and (b) provide input on potential changes going forward to inform a future action.

PROCEDURES

This item has been agenzied for discussion as part of the Commission's business calendar. The following procedures, accordingly, are recommended in the consideration of this item:

- 1) Receive verbal report from staff;
- 2) Invite comments from interested audience members (voluntarily); and
- 3) Discuss item and provide feedback as requested.

Respectfully,



Keene Simonds
Executive Officer

Attachments:

- 1) Study Tracker for Recent Cycles

San Diego Local Agency Formation Commission

Regional Service Planning | State of California

Municipal Service Review and Sphere of Influence Update Tracker

Local Agency	Geographic Region	2001 to 2007 Cycle	2008 to 2012 Cycle	2013-2017 Cycle
Cities				
1 Carlsbad	North Coastal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2 Chula Vista	South	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3 Coronado	Central	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4 Del Mar	North Coastal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5 El Cajon	East	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6 Encinitas	North Coastal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7 Escondido	North Inland	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8 Imperial Beach	South	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
9 Lemon Grove	East	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
10 La Mesa	East	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
11 National City	South	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
12 Oceanside	North Coastal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
13 Poway	North Inland	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
14 San Diego	Central	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
15 San Marcos	North Inland	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
16 Santee	East	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
17 Solana Beach	North Coastal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
18 Vista	North Inland	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Special Districts				
1 Alpine County Sanitation District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2 Alpine Fire Protection District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3 Bonita-Sunnyside Fire Protection District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4 Borrego Springs Fire Protection District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5 Borrego Water District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6 Borrego Springs Park Community Services District		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

- 7 Buena County Sanitation District
- 8 Campo Water and Sewer Maintenance District
- 9 Canebrake County Water District
- 10 Carlsbad Municipal Water District
- 11 Coachella Valley Water District
- 12 CSA 17 - Ambulance
- 13 CSA 26 - Recreation and Park
- 14 CSA 69 - Ambulance
- 15 CSA 81 - Recreation and Park
- 16 CSA 83 - Recreation and Park
- 17 CSA 86 - Streets and Roads
- 18 CSA 107 - Fire Protection
- 19 CSA 109 - Fire Protection
- 20 CSA 110 - Fire Protection
- 21 CSA 111 - Fire Protection
- 22 CSA 112 - Fire Protection
- 23 CSA 113 - Fire Protection
- 24 CSA 115 - Fire Protection
- 25 CSA 121 - Waste Disposal
- 26 CSA 122 - Regional Planning
- 27 CSA 128 - Recreation and Park
- 28 CSA 129 - Streets and Roads
- 29 CSA 135 - Police Protection and Personal Safety
- 30 CSA 136 - Flood Control
- 31 Cuyamaca Water District
- 32 Deer Springs Fire Protection District
- 33 Descanso Community Water District
- 34 East Otay Mesa Sewer Maintenance District
- 35 East County Fire Protection District
- 36 Fairbanks Ranch Community Services District
- 37 Fallbrook Healthcare District
- 38 Fallbrook Public Utility District
- 39 Grossmont Healthcare District
- 40 Helix Water District














































dissolved and now part of San Miguel FPD



- 41 Jacumba Community Services District
- 42 Julian Community Services District
- 43 Julian County Sanitation District
- 44 Julian-Cuyamaca Fire Protection District
- 45 Lake Cuyamaca Recreation and Park District
- 46 Lakeside Fire Protection District
- 47 Lakeside County Sanitation District
- 48 Lakeside Water District
- 49 Lemon Grove County Sanitation District
- 50 Leucadia Wastewater District
- 51 Lower Sweetwater Fire Protection District
- 52 Majestic Pines Community Services District
- 53 Metropolitan Water District of Southern California
- 54 Mission Resources Conservation District
- 55 Mootamai Municipal Water District
- 56 Morro Hills Community Services District
- 57 North County Cemetery District
- 58 North County Fire Protection District
- 59 Oceanside Small Craft Harbor District
- 60 Olivenhain Municipal Water District
- 61 Otay Water District
- 62 Padre Dam Municipal Water District
- 63 Palomar Pomerado Hospital District
- 64 Pauma Municipal Water District
- 65 Pauma Valley Community Services District
- 66 Pine Valley County Sanitation District
- 67 Pine Valley Fire Protection District
- 68 Pomerado Cemetery District
- 69 Questhaven Municipal Water District
- 70 Rainbow Municipal Water District
- 71 Ramona Cemetery District
- 72 Ramona Municipal Water District
- 73 Rancho Santa Fe Community Services District
- 74 Rancho Santa Fe Fire Protection District



75	San Diego County Resource Conservation District			
76	Rincon Del Diablo Municipal Water District			
77	Rincon Ranch Community Services District			
78	Rural Fire Protection District			
79	Riverview Water District			dissolved and now part of San Miguel FPD
80	San Diego County Flood Control District			
81	San Diego County Sanitation District			
82	San Diego County Water Authority			
83	San Diego Unified Port District			
84	San Dieguito Water District			
85	San Luis Rey Municipal District			
86	San Marcos Fire Protection District			
87	San Miguel Consolidated Fire Protection District			
88	Santa Fe Irrigation District			
89	South Bay Irrigation District			
90	Spring Valley Sanitation District			
91	Sweetwater Authority			
92	Tia Juana Valley County Water District			
93	Tri-City Hospital District			
94	Upper San Luis Rey Resource Conservation District			
95	Vallecitos Water District			
96	Valley Center Cemetery District			
97	Valley Center Community Services District			
98	Valley Center Fire Protection District			
99	Valley Center Municipal Water District			
100	Vista Fire Protection District			
101	Vista Irrigation District			
102	Whispering Palms Community Services District			
103	Winter Gardens Sewer Maintenance District			
104	Wynola Water District			
105	Yuima Municipal Water District			

Agencies Reviewed
% of Agencies Reviewed

113
92%

25
21%

53
44%