

# YOLO LOCAL AGENCY FORMATION COMMISSION

## Regular Meeting AGENDA

**March 23, 2017 - 9:00 a.m.**

### **BOARD OF SUPERVISORS CHAMBERS**

625 COURT STREET, ROOM 206  
WOODLAND, CALIFORNIA 95695

### **COMMISSIONERS**

OLIN WOODS, CHAIR (PUBLIC MEMBER)  
MATT REXROAD, VICE CHAIR (COUNTY MEMBER)  
WADE COWAN (CITY MEMBER)  
DON SAYLOR (COUNTY MEMBER)  
WILL ARNOLD (CITY MEMBER)

### **ALTERNATE COMMISSIONERS**

ROBERT RAMMING (PUBLIC MEMBER)  
JIM PROVENZA (COUNTY MEMBER)  
ANGEL BARAJAS (CITY MEMBER)

CHRISTINE CRAWFORD  
EXECUTIVE OFFICER

ERIC MAY  
COMMISSION COUNSEL

This agenda has been posted at least five (5) calendar days prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act and the Cortese Knox Hertzberg Act. The public may subscribe to receive emailed agendas, notices and other updates at [www.yololafco.org/lafco-meetings](http://www.yololafco.org/lafco-meetings).

All persons are invited to testify and submit written comments to the Commission. If you challenge a LAFCo action in court, you may be limited to issues raised at the public hearing or submitted as written comments prior to the close of the public hearing. All written materials received by staff 72 hours before the hearing will be distributed to the Commission. If you wish to submit written material at the hearing, please supply 10 copies.

All participants on a matter to be heard by the Commission that have made campaign contributions totaling \$250 or more to any Commissioner in the past 12 months must disclose this fact, either orally or in writing, for the official record as required by Government Code Section 84308.

Any person, or combination of persons, who make expenditures for political purposes of \$1,000 or more in support of, or in opposition to, a matter heard by the Commission must disclose this fact in accordance with the Political Reform Act.

### **CALL TO ORDER**

1. Pledge of Allegiance
2. Roll Call

3. Public Comment: Opportunity for members of the public to address the Yolo County Local Agency Formation Commission (LAFCo) on subjects not otherwise on the agenda relating to LAFCo business. The Commission reserves the right to impose a reasonable limit on time afforded to any topic or to any individual speaker.

#### **CONSENT AGENDA**

4. Approve the LAFCo Meeting Minutes of January 26, 2017
5. Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2015/16 prepared by the Yolo County Department of Financial Services
6. Correspondence

#### **REGULAR AGENDA**

7. Consider and adopt the LAFCo Annual Work Plan for fiscal year 2017/18, determining that an MSR/SOI Update for the City of West Sacramento is not warranted, and direct staff to prepare a draft fiscal year 2017/18 budget and update to the Shared Services Strategic Plan for the April meeting to reflect these priorities
8. Authorize staff to begin recruitment process of interested persons for the position of the alternate public member seat

#### **EXECUTIVE OFFICER'S REPORT**

9. A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.
  - Shared Services
  - EO Activity Report - January 23 through March 17, 2017

#### **COMMISSIONER REPORTS**

10. Action items and reports from members of the Commission, including announcements, questions to be referred to staff, future agenda items, and reports on meetings and information which would be of interest to the Commission or the public.

#### **ADJOURNMENT**

Adjourn to the next Regular LAFCo Meeting on April 27, 2017.

I declare under penalty of perjury that the foregoing agenda was posted by 5:00 p.m. on Friday, March 17, 2017, at the following places:

- On the bulletin board at the east entrance of the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California; and
- On the bulletin board outside the Board of Supervisors Chambers, Room 206 in the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California.
- On the LAFCo website at: [www.yololafco.org](http://www.yololafco.org).

Terri Tuck, Clerk  
Yolo County LAFCo

**NOTICE**

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Commission Clerk for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should telephone or otherwise contact the Commission Clerk as soon as possible and at least 24 hours prior to the meeting. The Commission Clerk may be reached at (530) 666-8048 or at the following address:

Yolo County LAFCo  
625 Court Street, Room 203  
Woodland, CA 95695

Note: Audio for LAFCo meetings will be available the next day following conclusion of the meeting at [www.yololafco.org](http://www.yololafco.org).



**Consent 4.**

**LAFCO**

**Meeting Date: 03/23/2017**

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**Information**

**SUBJECT**

Approve the LAFCo Meeting Minutes of January 26, 2017

**RECOMMENDED ACTION**

Approve the LAFCo Meeting Minutes of January 26, 2017.

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**Attachments**

[LAFCo Minutes 01/26/17](#)

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**Form Review**

Form Started By: Terri Tuck

Started On: 03/14/2017 10:34 AM

Final Approval Date: 03/14/2017

# YOLO LOCAL AGENCY FORMATION COMMISSION

## MEETING MINUTES

January 26, 2017

The Yolo Local Agency Formation Commission met on the 26<sup>th</sup> day of January 2017, at 9:00 a.m. in the Yolo County Board of Supervisors Chambers, 625 Court Street, Room 2006, Woodland CA. Voting members present were Chair and Public Member Olin Woods, County Members Don Saylor and Alternate Jim Provenza (A), and City Member Wade Cowan. Voting member absent was Will Arnold. Others present were Executive Officer Christine Crawford, Analyst Sarah Kirchgessner, Clerk Terri Tuck.

### CALL TO ORDER

Chair Woods called the Meeting to order at 9:05 a.m.

#### Item № 1 Oath of Office

City Member Wade Cowan was sworn in prior to the meeting.

#### Item № 2 Pledge

New City Member Wade Cowan led the Pledge of Allegiance.

#### Item № 3 Roll Call

PRESENT: Cowan, Provenza (A), Saylor, Woods ABSENT: Arnold

#### Item № 4 Public Comments

None

### CONSENT

#### Item № 5 Approve both the LAFCo Meeting Minutes and LAFCo Special Meeting Minutes of November 10, 2016

#### Item № 6 Review and File Fiscal Year 2016/17 Second Quarter Financial Update

#### Item № 7 Correspondence

**Minute Order 2016-49:** All recommended actions on Consent were approved.

Approved by the following vote:

MOTION: Saylor SECOND: Provenza (A)  
AYES: Cowan, Provenza (A), Saylor, Woods  
NOES: None  
ABSTAIN: None  
ABSENT: Arnold

**REGULAR**

**Item No 8    Select ad hoc Legislative Subcommittee member to replace former City Member Cecilia Aguiar-Curry**

**Minute Order 2016-50:** The recommended action was approved and City Member Will Arnold was appointed.

Approved by the following vote:

MOTION: Woods SECOND: Provenza (A)  
AYES: Cowan, Provenza (A), Saylor, Woods  
NOES: None  
ABSENT: Arnold

**Item No 9    Commission direction to staff regarding the upcoming Shared Services Workshop scheduled for February 23, 2017**

The item was discussed and staff was given direction regarding the Commission's intentions for the agenda and facilitation approach. No action was taken.

**Item No 10    Executive Officer's Report**

The Commission was given written reports of the Executive Officer's activities for the period of November 7, 2016 through January 20, 2017, and was verbally updated on recent events relevant to the Commission.

Staff informed the Commission that they had received a proposal for an out of agency agreement but that an exemption was found in the Cortese-Knox-Hertzberg Act whereby staff does not need to process a proposal when the public service to be provided is an alternative to, or substitute for, public services already being provided by an existing public service provider. Staff stated that a letter would be sent, notifying the agencies affected.

**Item No 11    Commissioner Reports**

There were no reports.

**Item No 12    Adjournment**

**Minute Order 2016-51:** By order of the Chair, the meeting was adjourned at 9:39 a.m. to the next Regular LAFCo Meeting and Shared Services Workshop on February 23, 2017.

\_\_\_\_\_  
Olin Woods, Chair  
Local Agency Formation Commission  
County of Yolo, State of California

ATTEST:

\_\_\_\_\_  
Terri Tuck  
Clerk to the Commission

Consent 5.

**LAFCO**

**Meeting Date:** 03/23/2017

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## Information

### **SUBJECT**

Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2015/16 prepared by the Yolo County Department of Financial Services

### **RECOMMENDED ACTION**

Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2015/16 prepared by the Yolo County Department of Financial Services.

### **FISCAL IMPACT**

None. Yolo County Department of Financial Services will charge LAFCo an hourly rate for preparation of the Financial Statement and this minor cost can be absorbed by the budget.

### **REASONS FOR RECOMMENDED ACTION**

Yolo LAFCo Administrative Policies and Procedures section 5.18 states "LAFCo shall have financial audits performed on a three year cycle (i.e. the auditor reviews the prior three fiscal years at one time). For those interim years when a formal audit has not yet been performed, staff from the County Department of Financial Services shall prepare a financial statement for Commission review following the close of the fiscal year".

LAFCo's last audit cycle included fiscal years 2012/13, 2013/14, and 2014/15. Staff will be preparing a request for proposals to hire an auditor for our next batch in 2018.

## BACKGROUND

Staff from the Department of Financial Services prepared the attached financial statement for Commission review. It includes the following reports for fiscal year 2015/16:

1. Statement of Net Position
2. Statement of Activities
3. Balance Sheet
4. Changes in Fund Balance
5. Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

There are a few items staff would like to highlight:

- Pension Liability – The pension liability is allocated based on prior year payroll as it compares to the overall pension plan. As previously reported to the Commission, in fiscal year 2015 payroll was misallocated due to the County's INFOR financial system conversion and at year's end LAFCo owed a liability of \$76,580 to the County (which was since paid back). Consequently, the 2016 pension liability calculation based on the 2015 payroll did not include this amount and a lower amount of pension liability was collected. A correction will be made at year end June 30, 2017.
- Cash Position – The financial statements reflect that the cash position of LAFCo declined significantly from 2016 to 2015. This is partially due to paying the \$76,580 above due to the County for misallocated payroll, but it is also due to LAFCo intentionally appropriating \$124,424 of "extra" fund balance to offset agency costs in its budget that year. Therefore, our overall cash position went down correspondingly. Ample contingency funds remain in LAFCo's fund balance per our administrative policies.
- Change in Fund Balance – Similar to what is explained for our cash position above, LAFCo had operating expenditures of \$488,133 but only had revenues of \$378,596 (because we offset agency costs/LAFCo revenues by appropriating \$124,424 of our "extra" fund balance). Therefore, there was a decline in our fund balance as planned for in our adopted budget.

There are no other irregularities or issues to report. Staff is available to answer any questions about these reports if desired.

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### Attachments

[LAFCo 2015/16 Financial Statment](#)

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### Form Review

**Inbox**

Christine Crawford (Originator)  
Form Started By: Christine Crawford  
Final Approval Date: 03/14/2017

**Reviewed By**

Christine Crawford

**Date**

03/14/2017 02:51 PM  
Started On: 03/14/2017 09:59 AM





## YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

## STATEMENT OF NET POSITION

JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR COMPARATIVE PURPOSES)

	2016	2015
<b>ASSETS</b>		
Cash	\$ 173,177	\$ 359,448
<b>TOTAL ASSETS</b>	<u>173,177</u>	<u>359,448</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Pensions	48,648	123,779
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>	<u>48,648</u>	<u>123,779</u>
<b>LIABILITIES</b>		
Accounts payable	3,165	6,293
Accrued payroll	18,790	16,032
Due to other governments	216	76,580
Compensated absences - current	4,362	6,993
Noncurrent liabilities:		
Compensated absences - noncurrent	4,362	1,925
Net pension liability	299,432	394,276
OPEB liability	58,485	58,485
<b>TOTAL LIABILITIES</b>	<u>388,812</u>	<u>560,584</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Pensions	60,742	72,443
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<u>60,742</u>	<u>72,443</u>
<b>NET POSITION</b>		
Unrestricted (deficit)	(227,729)	(149,800)
<b>TOTAL NET POSITION</b>	<u>\$ (227,729)</u>	<u>\$ (149,800)</u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

STATEMENT OF ACTIVITIES

FOR THE YEARS ENDED JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR COMPARATIVE PURPOSES)

	2016	2015
<b>EXPENSES</b>		
Salaries and benefits	\$ 325,129	\$ 362,392
Professional and specialized services	85,602	46,843
General and administrative	27,755	14,110
Legal	4,733	2,366
Training	5,385	11,852
Transportation and travel	5,444	920
Office Expenses	2,477	1,173
TOTAL EXPENSES	<u>456,525</u>	<u>439,656</u>
<b>PROGRAM REVENUES</b>		
Intergovernmental revenues		
County of Yolo	184,944	202,767
City of West Sacramento	63,610	68,737
City of Woodland	53,232	67,728
City of Winters	5,857	59,792
City of Davis	62,245	6,509
TOTAL PROGRAM REVENUES	<u>369,888</u>	<u>405,533</u>
NET PROGRAM REVENUES (EXPENSES)	(86,637)	(34,123)
<b>GENERAL REVENUES</b>		
Charges for services	3,932	-
Other revenues	1,319	1,657
Interest income	3,457	1,352
TOTAL GENERAL REVENUES	<u>8,708</u>	<u>3,009</u>
CHANGE IN NET POSITION	(77,929)	(31,114)
Net position at beginning of year - as previously reported	-	179,620
Restatement	-	(298,306)
Net position at beginning of year - as restated	<u>(149,800)</u>	<u>(118,686)</u>
NET POSITION AT END OF YEAR	<u>\$ (227,729)</u>	<u>\$ (149,800)</u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

BALANCE SHEET - GOVERNMENTAL FUND

JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR COMPARATIVE PURPOSES)

	2016	2015
<b>ASSETS</b>		
Cash and investments	\$ 173,177	\$ 359,448
<b>TOTAL ASSETS</b>	<u>\$ 173,177</u>	<u>\$ 359,448</u>
<b>LIABILITIES AND FUND BALANCE</b>		
<b>LIABILITIES</b>		
Accounts payable	\$ 3,165	\$ 6,293
Accrued payroll	18,790	16,032
Due to other governments	216	76,580
<b>TOTAL LIABILITIES</b>	<u>22,171</u>	<u>98,905</u>
<b>FUND BALANCE</b>		
Committed - OPEB	50,673	50,188
Assigned - Capital asset replacement	3,625	2,400
Unassigned	96,708	207,955
<b>TOTAL FUND BALANCE</b>	<u>151,006</u>	<u>260,543</u>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<u>\$ 173,177</u>	<u>\$ 359,448</u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

RECONCILIATION OF THE BALANCE SHEET TO THE GOVERNMENT-WIDE  
STATEMENT OF NET ASSETS

JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR COMPARATIVE PURPOSES)

	2016	2015
Fund balance - governmental funds	151,006	\$ 260,543
Amounts reported for governmental activities in the statement of net assets are different because:		
Pension contributions subsequent to the valuation measurement date will reduce the pension liability in the future and are reported as as deferred outflows of resources on the statement of net position.	48,648	123,779
Certain liabilities are not due and payable in the current period and, therefore, are not reported in governmental funds:		
Net pension liability	(299,432)	(394,276)
OPEB liability	(58,485)	(58,485)
Compensated absences	(8,724)	(8,918)
Employee pension differences to be recognized in the future as pension expense are reported as deferred inflows of resources on the statement of net position.	<u>(60,742)</u>	<u>(72,443)</u>
Net position - governmental activities	<u>\$ (227,729)</u>	<u>\$ (149,800)</u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE -  
GOVERNMENTAL FUND

FOR THE YEARS ENDED JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR  
COMPARATIVE PURPOSES)

	2016	2015
<b>REVENUES</b>		
Intergovernmental revenues:		
County of Yolo	\$ 184,944	\$ 202,767
City of Davis	62,245	68,737
City of West Sacramento	63,610	67,728
City of Woodland	53,232	59,792
City of Winters	5,857	6,509
Charges for services	3,932	-
Other revenues	1,319	1,657
Use of money	3,457	1,352
<b>TOTAL REVENUES</b>	<u>378,596</u>	<u>408,542</u>
<b>EXPENDITURES</b>		
Salaries and benefits	356,737	318,844
Professional and specialized services	85,602	46,843
General and administrative	27,755	14,110
Training	5,385	11,852
Legal fees	4,733	2,366
Office expenses	2,477	1,173
Transportation and travel	5,444	920
<b>TOTAL EXPENDITURES</b>	<u>488,133</u>	<u>396,108</u>
<b>NET CHANGE IN FUND BALANCE</b>	(109,537)	12,434
Fund balance at beginning of year	<u>260,543</u>	<u>248,109</u>
<b>FUND BALANCE AT END OF YEAR</b>	<u><u>\$ 151,006</u></u>	<u><u>\$ 260,543</u></u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

RECONCILIATION OF THE STATEMENT OF  
REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE  
TO THE GOVERNMENT-WIDE STATEMENT OF ACTIVITIES

FOR THE YEARS ENDED JUNE 30, 2016 (UNAUDITED) AND JUNE 30, 2015 (SHOWN FOR  
COMPARATIVE PURPOSES)

	2016	2015
Net change in fund balance - governmental funds	\$ (109,537)	\$ 12,434
Amounts reported for governmental funds in the statement of activities are different because:		
Changes in certain expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds:		
Pension expense	31,414	(44,634)
OPEB expense	-	1,515
Compensated absences	194	(429)
	<u>194</u>	<u>(429)</u>
Change in net assets - governmental activities	<u>\$ (77,929)</u>	<u>\$ (31,114)</u>

Consent 6.

## LAFCO

Meeting Date: 03/23/2017

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### Information

#### SUBJECT

Correspondence

#### RECOMMENDED ACTION

Receive and file the following correspondence:

- A. CALAFCO Quarterly - January 2017
  - B. CALAFCO 2017 Calendar
  - C. CALAFCO 2017 Legislative Policies
  - D. CALAFCO 2015/16 Strategic Plan/2016 Dashboard Review
  - E. Staff Exempt letter to N. Davis Meadows CSA for an Out of Agency Service Review
  - F. Colantuono, Highsmith & Whatley, PC 2017 Winter Newsletter
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### Attachments

[ATT A-CALAFCO Quarterly-January 2017](#)

[ATT B-CALAFCO 2017 Calendar](#)

[ATT C-CALAFCO 2017 Legislative Policies](#)

[ATT D-CALAFCO 2015/16 Strategic Plan/2016 Dashboard Review](#)

[ATT E-Exempt Letter to N.Davis Meadows for Out of Agency Service Review](#)

[ATT F-CH&W 2017 Winter Newsletter](#)

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### Form Review

Form Started By: Terri Tuck

Started On: 03/14/2017 10:37 AM

Final Approval Date: 03/14/2017





### **CALAFCO Board and Staff Meet in Biennial Strategic Planning Retreat**

On January 11, 2017, the CALAFCO Board held their biennial strategic planning retreat in San Jose. During the day-long retreat they reviewed Association accomplishments for 2016, completing the annual dashboard review in the process, reaffirmed CALAFCO's mission as an educational 501(c)3 non-profit Association, and worked extensively in the review of the current strategic plan priority areas.

The group comprehensively discussed the idea of transitioning to a lobbying organization and after carefully and thoroughly reviewing all options and their pros and cons, the Board unanimously reaffirmed the educational mission of the organization.

An in-depth discussion regarding roles and responsibilities of the Board, Staff and the organization's Committees yielded several policy changes including a change in the name and scope of work for the Board's Nomination Committee (now called the Election Committee), effective immediately, and a change in the membership structure of the Legislative Committee, effective 2018. The Legislative Committee will be comprised of five (5) total voting and five (5) total alternate Board members (one less than current), and two (2) voting members from each region with one (1) alternate per region. There will also now be an Advisory Committee which will be a resource to the Legislative Committee to work on specific bills or legislative projects.

A great deal of time was spent considering how CALAFCO can expend its limited resources in the area of member development.

All of the work done during the retreat will be presented back to the Board in the form of a 2-year strategic plan for consideration and adoption at their May 5 meeting.

### **Additional CALAFCO Board Actions**

Following their strategic planning retreat, the Board met in a regular Board meeting on January 12. During the meeting the Board addressed several administrative issues including:

- ◆ The quarterly financial reports were reviewed. The budget is on track for the year with no changes anticipated.
- ◆ The Board considered the 2017-18 dues. CALAFCO Bylaws call for the dues to automatically increase annually by the state CPI, unless the Board takes action otherwise. Given the decision two years ago to raise LAFCo member dues by seven (7) percent each year for two years, the Board took action to not increase the dues by the CPI and reaffirmed the 7% increase. This is the second and final year of that



approved increase. All Executive Officers received the approved dues for FY 2017-18.

- ◆ The Legislative Policies for 2017 were adopted.
- ◆ The 2017-2018 Primary Strategic Areas were adopted as follows:
  - ◆ Educational resource for internal and external stakeholders
  - ◆ Member development and communication
  - ◆ Act as a resource

The Board narrowed the scope of the Strategic Plan to be better equipped at using existing resources in a way that brings greater value to the Association, its members and stakeholders. The Board will adopt a full two-year Strategic Plan at their May 5 meeting. That Plan will detail objectives for the three strategy areas.

### **Conferences and Workshops Update**

#### **2017 STAFF WORKSHOP**

The 2017 Staff Workshop is set for *April 5-7* at the Doubletree by Hilton in downtown Fresno. Our host for this workshop is *Fresno LAFCo*. The Program Planning Committee is busy planning a great program. There is a long list of interesting topics being considered by the program team and a draft program will be made available by mid-February. Look for registration to open at that time as well. Registration rates for the Workshop will remain at the 2016 rates.

#### **2017 ANNUAL CONFERENCE**

Mark your calendars for the 2017 Annual Conference on *October 25-27*. We will be in Mission Bay, San Diego at the Bahia Hotel. Watch for preliminary program announcements in the spring. This is the first year for a *CALAFCO* hosted Conference and we are looking at lots of new and interesting ideas, so you will not want to miss out on this exciting and valuable educational and networking event!

### **CALAFCO White Papers and Other Publications**

We are pleased to start the year with the release of the White Paper on the *Sustainable Groundwater Management Act (SGMA) and LAFCos*. The purpose of this paper is to summarize how SGMA will impact LAFCos across the state. You can find this paper on the CALAFCO website.



In partnership with the American Farmland Trust (AFT), we are currently working on a White Paper on *Ag Policies*. Work on this project is anticipated to be completed this July.



CALAFCO is undertaking a White Paper and mapping project on *Disadvantaged Unincorporated Communities* throughout the state. This is one of our main projects for 2017 and work will begin very shortly on this project.

### **CALAFCO Website**

We are pleased to report the migration to the new and improved website was conducted seamlessly the last week of December. If you have not already checked it out, take a visit at [www.calafco.org](http://www.calafco.org) and see for yourself. Remember that in order to access the Members Only section you must request a new user name and password, unless you were previously using your own unique user name and password. To make that request, from the homepage select the orange Login button at the top right. Select Create New Account, enter your desired user name and your email address, and then click on the Create New Account button. CALAFCO staff will be notified of your request and upon verification of your affiliation with a LAFCo or Associate Member, your request will be approved. No requests will be approved unless the person is directly associated as staff or commissioner of a LAFCo or directly affiliated with the Associate Member's business (an employee).

### **CALAFCO Administration Update**

#### **2016 CKH Guide Update Now Available**

The 2016 CKH Guide Update is now available. You can download the new Guide from the CALAFCO website, or place your order with CALAFCO for printed versions. The order form is also located on the CALAFCO website.



#### **2017 Calendar of Events Published**

The 2017 Calendar of Events is available online at the CALAFCO website and has also been distributed to the membership via the list serves.

#### **2017-2018 Membership Directories**

Watch for the new printed directories coming this spring. They will be distributed at the Staff Workshop and will also be available online.

### **CALAFCO Legislative Update**

This is the first year of the new two-year legislative cycle. Not surprisingly, it's a slow start for bill introductions with only 396 bills introduced so far in both houses. The deadline to submit bill language to Leg Counsel was January 20, and the last day for bill introductions is February 17. It is expected that over the next several weeks the blitz of bill introductions will occur. This year, the Assembly has the authority to introduce ten additional bills per Legislator per year than before, bringing the total to 50 for each Assembly



Member. This could mean as many as 800 more bills introduced this year than in previous years.

The Senate has made their Committee appointments and the Senate Governance & Finance Committee (SGFC) has a new Chair – Senator Mike McGuire. Former Chair Senator Hertzberg is now a member of the Committee. Other than Senator McGuire, there are no new members on this committee. The long-time staff consultant to the committee (Brian Weinberger) was replaced with Jimmy MacDonald, former legislative advocate for CSDA.

The Assembly has made their Committee Chair appointments, and just recently made their membership appointments. The Assembly Local Government Committee (ALGC) has a new Chair - Assm. Cecilia Aguiar-Curry. She is a former Mayor and Yolo LAFCo Commissioner. In total, 8 of the 9 committee members are new to the committee.

CALAFCO is working to secure an author for our sponsored bill amending GCS 56653, as previously approved by the Board. In addition, we are working with CSDA as they take the lead to secure an author for our co-sponsored bill to streamline the addition of special districts on LAFCo.



### **CALAFCO Associate Members' Corner**

*This section highlights our Associate Members. The information below is provided to CALAFCO by the Associate member upon joining the Association. All Associate member information can be found in the CALAFCO Member Directory.*

#### ***E Mulberg & Associates***

*E Mulberg & Associates* has been a Silver Associate Member since March 2011. Services offered include Municipal Service Reviews, Sphere of Influence updates, changes in organization, staff reports, CEQA analysis, and assistance with applications to LAFCo. For more information, contact **Elliot Mulberg** at [elliott@emulberg.com](mailto:elliott@emulberg.com) or visit their website at [www.emulberg.com](http://www.emulberg.com).

#### ***Goleta West Sanitary District***

A Silver Associate Member since August 2011, **Goleta West Sanitary District** provides wastewater collection and treatment as well as street sweeping services. Formed in 1954, the district serves over 35,000 people. For more information, visit their website at





[www.goletawest.com](http://www.goletawest.com), or email their *General Manager Mark Nation*, at [info@goletawest.com](mailto:info@goletawest.com).

### LACO Associates

*LACO Associates* has been a Silver Associate Member since February 2012. *LACO* provides integrated solutions for development, infrastructure and geo-environmental projects. Their services include planning, design, engineering and geo-environmental as well as CEQA compliance, GIS, MSRs and economic studies. For more information visit their website at [www.lacoassociates.com](http://www.lacoassociates.com), or email their *President Mike Nelson* at [nelsonm@lacoassociates.com](mailto:nelsonm@lacoassociates.com).



### Griffith & Masuda

*Griffith & Masuda* has been a Silver Associate Member since March 2012. Founded in 1920, they specialize in water, energy, environmental and public law matters. They focus on serving public agencies and serve as general counsel or special water counsel to various agencies in the Central Valley. For more information, visit their website at [www.calwaterlaw.com](http://www.calwaterlaw.com) or email *David Hobbs* at [dhobbs@calwaterlaw.com](mailto:dhobbs@calwaterlaw.com).

### HdL Coren & Cone

*HdL Coren & Cone* has been a Silver Associate Member since July 2013. They provide property tax services to cities, counties and special districts. They are very familiar with county property allocation systems and redevelopment (and its dissolution). They have property tax data in 40 California counties going back as far as 25 years. For more information, visit them at [www.hdlcompanies.com](http://www.hdlcompanies.com), or email *Paula Cone* at [pcone@hdlccpropertytax.com](mailto:pcone@hdlccpropertytax.com).

### Planwest Partners, Inc.

*Planwest Partners Inc.* has been a Silver Associate Member since August 2014. They provide contract LAFCo staffing services to multiple LAFCos. This includes preparing and conducting MSRs and SOI updates, public noticing, environmental documents, GIS, fiscal and economic studies, website management, application processing, facilitation and training. For more information, visit them at [www.planwestpartners.com](http://www.planwestpartners.com), or email *George Williamson* at [georgew@planwestpartners.com](mailto:georgew@planwestpartners.com).



### Mark Your Calendars For These Upcoming CALAFCO Events

- ◆ CALAFCO Legislative Committee meeting, January 27, Sacramento
- ◆ CALAFCO Legislative Committee meeting, February 24, Irvine
- ◆ CALAFCO Legislative Committee meeting, March 24, Sacramento
- ◆ CALAFCO Staff Workshop, April 5-7, Fresno
- ◆ CALAFCO Board of Directors meeting, May 5, Sacramento

#### Upcoming CALAFCO Conferences and Workshops

##### 2017 STAFF WORKSHOP

April 5 – 7  
DoubleTree by Hilton Fresno Convention Center  
Fresno, CA  
*Hosted by Fresno LAFCo*

##### 2017 ANNUAL CONFERENCE

October 25 – 27  
Bahia Mission Bay  
San Diego, CA  
*Hosted by CALAFCO*

##### 2018 STAFF WORKSHOP

April 11 – 13  
Four Points Sheraton  
San Rafael, CA  
*Hosted by Marin LAFCo*

##### 2018 ANNUAL CONFERENCE

October 3-5  
Tenaya Lodge  
Yosemite, CA  
*Hosted by CALAFCO*

# 2017 Events Calendar

## JANUARY

- 11** CALAFCO Board of Directors Strategic Planning Retreat (San Jose)
- 12** CALAFCO Board of Directors Meeting (San Jose)
- 18-20 CA Assn. of Sanitation Agencies Conference (Palm Springs)
- 18-20 League New Mayor & Council Academy (Sacramento)
- 27** CALAFCO Legislative Committee (Sacramento)

## FEBRUARY

- 24** CALAFCO Legislative Committee (Irvine)

## MARCH

- 8 Assn. of CA Water Agencies Legislative Symposium (Sacramento)
- 13** CALAFCO U Course (Sacramento)
- 16-19 Local Government Commission Ahwahnee Conference (Yosemite)
- 24** CALAFCO Legislative Committee (Sacramento)

## APRIL

- 5-7** CALAFCO Staff Workshop (Fresno)
- 5-7 Fire District Assn. Annual Meeting (Monterey)
- 19 League of Cities Legislative Day (Sacramento)

## MAY

- 5** CALAFCO Board of Directors Meeting (Sacramento)
- 12** CALAFCO Legislative Committee (Sacramento)
- 9-12 Assn. of CA Water Agencies Conference (Monterey)
- 16-17 CA Special Districts Assn. Legislative Days (Sacramento)
- 17-18 CA State Assn. of Counties Legislative Days (Sacramento)

### Sharing Information and Resources

CALIFORNIA ASSOCIATION OF  
LOCAL AGENCY FORMATION  
COMMISSIONS

1215 K Street, Suite 1650  
Sacramento, CA 95814  
916-442-6536

## JUNE

- 23** CALAFCO Legislative Committee (Conference call)
- 28-29 League Mayor & Council Executive Forum (Monterey)

## JULY

## AUGUST

- 11** CALAFCO Legislative Committee (Conference call)
- 18** CALAFCO Board of Directors Meeting (Irvine)
- 22-24 CA Assn. of Sanitation Agencies Annual Conference (San Diego)

## SEPTEMBER

- 13-15 League Annual Conference (Sacramento)
- 25-28 CA Special Districts Assn. Annual Conference (Monterey)
- 27-29 Regional Council of Rural Counties Annual Conference (South Lake Tahoe)

## OCTOBER

- 25-27** CALAFCO Annual Conference (San Diego)
- 26** CALAFCO Annual Business Meeting (San Diego)
- 27** CALAFCO Board of Directors Meeting (San Diego)

## NOVEMBER

- 3** CALAFCO Legislative Committee (2018) (Conference call)
- 27-30 CA State Assn. of Counties Annual Conference (Sacramento)
- 28-30 Assn. of CA Water Agencies Conference (Anaheim)

## DECEMBER

- 1 CA State Assn. of Counties Annual Conference (Sacramento)
- 1 Assn. of CA Water Agencies Conference (Anaheim)
- 8** CALAFCO Board of Directors Meeting (Sacramento)
- 15** CALAFCO Legislative Committee (2018) (Sacramento)



# CALAFCO 2017 Legislative Policies

*As adopted by the Board of Directors on 12 January 2017*

## 1. LAFCo Purpose and Authority

- 1.1. Support legislation which enhances LAFCo authority and powers to carry out the legislative findings and authority in Government Code §56000 et seq., and oppose legislation which diminishes LAFCo authority.
- 1.2. Support authority for each LAFCo to establish local policies to apply Government Code §56000 et seq. based on local needs and conditions, and oppose any limitations to that authority.
- 1.3. Oppose additional LAFCo responsibilities which require expansion of current local funding sources. Oppose unrelated responsibilities which dilute LAFCo ability to meet its primary mission.
- 1.4. Support alignment of responsibilities and authority of LAFCo and regional agencies which may have overlapping responsibilities in orderly growth, preservation, and service delivery, and oppose legislation or policies which create conflicts or hamper those responsibilities.
- 1.5. Oppose grants of special status to any individual agency or proposal to circumvent the LAFCo process.
- 1.6. Support individual commissioner responsibility that allows each commissioner to independently vote his or her conscience on issues affecting his or her own jurisdiction.

## 2. LAFCo Organization

- 2.1. Support the independence of LAFCo from local agencies.
- 2.2. Oppose the re-composition of any LAFCo to create special seats and recognize the importance of balanced representation provided by cities, the county, the public, and special districts in advancing the public interest.
- 2.3. Support representation of special districts on all LAFCos in counties with independent districts and oppose removal of special districts from any LAFCo.
- 2.4. Support communication and collaborative decision-making among neighboring LAFCos when growth pressures and multicounty agencies extend beyond a LAFCo's boundaries.

## 3. Agricultural and Open Space Protection

- 3.1. Support legislation which clarifies LAFCo authority to identify, encourage and ensure the preservation of agricultural and open space lands.
- 3.2. Encourage a consistent definition of agricultural and open space lands.
- 3.3. Support policies which encourage cities, counties and special districts to direct development away from prime agricultural lands.
- 3.4. Support policies and tools which protect prime agricultural and open space lands.
- 3.5. Support the continuance of the Williamson Act and restoration of program funding through State subvention payments.

## 4. Orderly Growth

- 4.1. Support the recognition and use of spheres of influence as a management tool to provide better planning of growth and development, and to preserve agricultural, and open space lands.

- 4.2. Support recognition of LAFCo spheres of influence by other agencies involved in determining and developing long-term growth and infrastructure plans.
- 4.3. Support orderly boundaries of local agencies and the elimination of islands within the boundaries of agencies.
- 4.4. Support communication among cities, counties, and special districts through a collaborative process that resolves service, housing, land use, and fiscal issues prior to application to LAFCo.
- 4.5. Support cooperation between counties and cities on decisions related to development within the city's designated sphere of influence.

## **5. Service Delivery and Local Agency Effectiveness**

- 5.1. Support the use of LAFCo resources to review Regional Transportation Plans, including sustainable communities strategies and other growth plans to ensure reliable services, orderly growth, sustainable communities, and conformity with LAFCo's legislative mandates. Support efforts that enhance meaningful collaboration between LAFCos and regional planning agencies.
- 5.2. Support LAFCo authority as the preferred method of local governance. Support the availability of LAFCo tools which provide communities with local governance and efficient service delivery options, including the authority to impose conditions that assure a proposal's conformity with LAFCo's legislative mandates.
- 5.3. Support the creation or reorganization of local governments in a deliberative, open process which will fairly evaluate the proposed new or successor agency's long-term financial viability, governance structure and ability to efficiently deliver proposed services.
- 5.4. Support the availability of tools for LAFCo to insure equitable distribution of revenues to local government agencies consistent with their service delivery responsibilities.
- 5.5. Support collaborative efforts among agencies and LAFCOs that encourage opportunities for sharing of services, staff and facilities to provide more efficient and cost effective services. Support legislation which provides LAFCo with additional opportunities to encourage shared services.

## **2017 Legislative Priorities**

### **Primary Issues**

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#### **Authority of LAFCo**

Support legislation that maintains or enhances LAFCo's authority to condition proposals to address any or all financial, growth, service delivery, and agricultural and open space preservation issues. Support legislation that maintains or enhances LAFCo's ability to make decisions regarding boundaries and formations, as well as to enact recommendations related to the delivery of services and the agencies providing them, including consolidations, reorganizations or dissolutions.

#### **Agriculture and Open Space Protection**

Support policies, programs and legislation that recognize LAFCo's mission to protect and mitigate the loss of prime agricultural and open space lands and that encourage other agencies to coordinate with local LAFCos on land preservation and orderly growth. Support efforts that encourage the creation of habitat conservation plans.

**Water Availability**

Support policies, programs and legislation that promote an integrated approach to water availability and management. Promote adequate water supplies and infrastructure planning for current and planned growth as well as to support the sustainability of agriculture. Support policies that assist LAFCo in obtaining accurate and reliable water supply information to evaluate current and cumulative water demands for service expansions and boundary changes including impacts of expanding water company service areas on orderly growth, and the impacts of consolidation or dissolution of water companies providing services.

**Viability of Local Services**

Support legislation that maintains or enhances LAFCo's ability to review and act to determine the efficient and sustainable delivery of local services and the financial viability of agencies providing those services to meet current and future needs including those identified in regional planning efforts such as sustainable communities strategies. Support legislation which provides LAFCo and local communities with options for local governance and service delivery to ensure efficient, effective, and quality service delivery. Support efforts which provide tools to local agencies to address aging infrastructure, fiscal challenges and the maintenance of services.

**Issues of Interest**

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**Housing**

Provision of territory and services to support housing plans consistent with regional land use plans and local LAFCo policies.

**Transportation**

Effects of Regional Transportation Plans and expansion of transportation systems on future urban growth and service delivery needs, and the ability of local agencies to provide those services.

**Flood Control**

The ability and effectiveness of local agencies to maintain and improve levees and protect current infrastructure. Carefully consider the value of uninhabited territory, and the impact to public safety of proposed annexation to urban areas of uninhabited territory which is at risk for flooding. Support legislation that includes assessment of agency viability in decisions involving new funds for levee repair and maintenance. Support efforts that encourage the creation of habitat conservation plans.

**Adequate Municipal Services in Inhabited Territory**

Expedited processes for inhabited annexations should be consistent with LAFCo law and be fiscally viable. To promote environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services, including options for annexation of contiguous disadvantaged unincorporated communities. Promote the delivery of adequate, sustainable, efficient, and effective levels of service through periodic updates of Municipal Service reviews, Spheres of Influence, and other studies.

CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS

# 2015 - 2016 Association Strategic Plan

## 2016 Dashboard Review

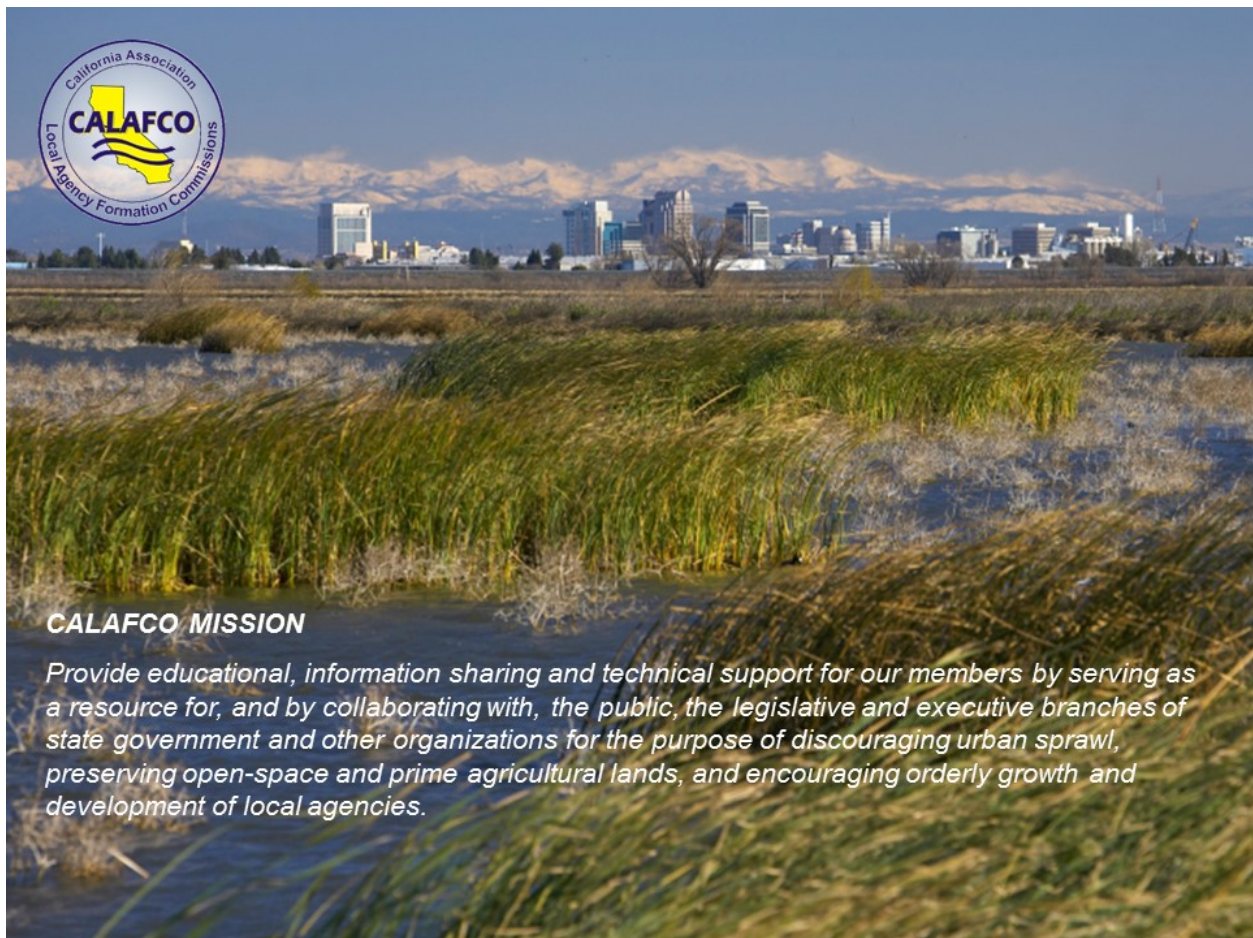


*Revised Strategic Plan adopted by the Board of Directors on 8 May 2015*

### **CALAFCO MISSION**

CALAFCO provides educational, information sharing and technical support for its members by serving as a resource for, and by collaborating with, the public, the legislative and executive branches of state government, and other organizations for the purpose of discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.

*Reaffirmed by the Board of Directors on 29 January 2015.*



#### **CALAFCO MISSION**

*Provide educational, information sharing and technical support for our members by serving as a resource for, and by collaborating with, the public, the legislative and executive branches of state government and other organizations for the purpose of discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.*





## 2015 - 2016 Association Strategies and Objectives

### 2016 Strategic Plan Performance Dashboard Review

- Indicates the objective was fully met in 2016.
- Indicates the objective was partially met in 2016.
- Indicates the objective was not at all met in 2016.
- Indicates the objective was solely a 2015 objective.
- Indicates the objective should be measured by the Board as a Board action.

#### STRATEGIC AREA ONE

*Provide educational forums, professional development and networking opportunities for Commissioners, LAFCo staff, Associate Members, and stakeholders.*

#### OBJECTIVES

##### Annual Conference

- 1. Provide an annual conference which includes superior professional development sessions and networking opportunities for all attendees. *2016 Conference received an overall rating of 5.2 out of 6.0 in evaluations. 285 total attendees.*
- 2. Manage conference finances to organizational policy of a minimum net profit of 15%. *Estimated net profit is 28% or \$40,463.*
- 3. Determine desired level of sponsorships for annual conference, and if necessary put additional resources in place to support desired change in time for the 2016 annual conference. *CV Strategies hired on contract to support this endeavor (2015 goal).*

##### Staff Workshop

- 1. Provide an annual staff workshop which includes superior professional development sessions and networking opportunities for all LAFCo staff and Associate Members. *2016 Staff Workshop received an overall rating of 4.9 out of 6.0, and a realized net profit of 1.9% or \$715. 115 members present (highest since 2008).*

##### CALAFCO University

- 1. Hold two University courses per year for staff, commissioners and stakeholders, which are focused on skill development of LAFCo process and technical issues. Hold one session in the northern part of the state and one session in the southern part of the state each year to encourage maximum statewide participation. *No courses were held in 2016.*

**Association Strategic Plan 2016 Dashboard Review**

Revised Strategic Plan adopted by the Board of Directors, 8 May 2015

**Organizational Participation**

- 1. CALAFCO Board ad hoc subcommittee and staff to review current conference “Host” model and make recommendations to the full Board for change/improvement. *Decisions made in 2015 and implemented (2015 goal).*
- 2. CALAFCO Board make recommendations for change, if any, to the membership at the 2015 annual membership meeting on September 3, 2015. *Changes communicated to the membership in a letter dated August 12, 2015 and in person at the annual membership meeting on September 3, 2015 (2015 goal).*

**STRATEGIC AREA TWO**

***Build strong member LAFcos and a strong Association through communicating regularly, fostering an environment of support and appreciation by acknowledging volunteer contributions, supporting regional communication and collaboration, strengthening member relationships and increasing membership involvement in the Association.***

**OBJECTIVES****Association Communications**

- 1. Provide a quarterly update to the members after each Board meeting. *Reports issued in February, May, September and December 2016.*
- 2. Provide written annual report to the membership inside the annual edition of The Sphere to be distributed at the annual conference. *Completed.*
- 3. Maintain Association’s list-serves. *All 8 list serves maintained.*
- 4. Executive Director to visit at least six (6) LAFcos per year. *LAFcos visited include: Fresno, Humboldt, Del Norte, Shasta, Santa Cruz, and the Southern Region.*

**Promotion and Recognition of Volunteer Contributions**

- 1. Executive Director to send written thank you acknowledgement to all LAFcos participating in annual conference and staff workshop within one month of the conclusion of the event. *Staff Workshop letters sent April 7 and Conference letters sent November 1.*
- 2. Executive Director to acknowledge host and program committee volunteers with written thank you within one month of the conclusion of each event. *Thank you notes distributed during each event along with small gift.*
- 3. CALAFCO to provide each event speaker volunteer with written thank you acknowledgement during the event. *Completed along with small gift. Card signed by CALAFCO ED, host LAFCo EO and Program Planning Committee Chair.*
- 4. All volunteers acknowledged appropriately at each event (either verbally, in writing, or both). *Done.*
- 5. Hold annual Achievement Awards to acknowledge contributions and publish award recipients in quarterly reports. *Done.*

**Association Strategic Plan 2016 Dashboard Review**

Revised Strategic Plan adopted by the Board of Directors, 8 May 2015

**Facilitation of Regional Meetings and Communications**

- 1. CALAFCO to maintain regional list-serves for use by each region's Executive Officer and Board members. *All 4 list serves maintained (although rarely if ever used).*
- 2. CALAFCO regional representatives (Board members, Executive Officer and Deputy Executive Officers) to communicate with their regional LAFCo at least two (2) times annually, informing them of CALAFCO activities regional level perspectives. *EO and DEOs communicated throughout the year with their respective regions via email, and when appropriate, with individuals via phone.*
- 3. CALAFCO Executive Director and Board members to support, as appropriate, regional meetings of LAFCo commissioners and staff, and attend whenever possible. *ED and several southern region Board members attended the Southern Region meeting in January.*
- 4. CALAFCO Executive Director to hold at least two (2) staff meetings annually to set and implement annual staff goals and objectives that are aligned with Association's Strategic Plan. *Held October and December 2016. Staff regularly communicate and strategize throughout the year by phone and email.*

**Increase Membership Activity and Involvement**

- 1. Executive Director, Executive Officer and Deputy Executive Officers to directly encourage LAFCo staff that do not regularly participate in event planning and execution to do so, with the goal of having at least two (2) new members on each planning committee for the annual conference and staff workshop. *Conference had several new members and two Associate Members. Workshop had one new member with two Associate Members.*
- 2. Achievement Awards Committee members to directly encourage LAFCos in their region to participate in the annual Achievement Awards.
- 3. Nominations and Recruitment Committee members to directly encourage LAFCos in their region to participate in the Board elections and to attend the annual conference.

**STRATEGIC AREA THREE**

*Provide value-added and timely resources for members through the organization's website, newsletters, and by keeping the Association's policies and procedures up to date.*

**OBJECTIVES****CALAFCO Website**

- 1. Conduct an RFP for new web hosting and site services and determine cost and new provider by July 31, 2015. *Completed (2015 goal).*
- 2. Upgrade the CALAFCO website and host services by December 2015. This includes a more stable host, greater site security, and full migration of existing site content. *2016 Update: Migration occurred December 29, 2016. The lateness is a direct result of the number of other priorities – especially legislation – that were placed on the plate.*

**Association Strategic Plan 2016 Dashboard Review**

Revised Strategic Plan adopted by the Board of Directors, 8 May 2015



*2015 Update: Much work has been done in the creation of the new website. Most of the data has been migrated over to the new site awaiting full detailed review. There was more data in the libraries than anticipated, and many more broken/missing links than expected. These have caused a greater workload and more time than originally planned. All 8 list serves have been provided to the new host for set-up of the list serves. It is expected the final migration will occur by the end of the first quarter 2016.*

- 3. Enhance site security by approving an individual user name and password for each member user with implementation of new site. **Completed.**
- 4. Add features and functionalities that create value for the membership during 2016. *As the site did not go live until the end of the year, this was not completed.*

**Newsletters**

- 1. In addition to producing and distributing Quarterly Newsletters, produce and distribute one (1) annual edition of The Sphere, to include articles of interest and a full annual report to the membership, to be distributed at the annual conference. **Done.**

**Association Policies**

- 1. Conduct an annual review of current Association policies and procedures and modify as necessary. *Policies have been reviewed throughout the year and notes have been made as to the sections requiring updating. No updates have been completed given other priorities.*

**STRATEGIC AREA FOUR**

*Support and sponsor research which shares the work and data from member LAFCoS and serves as a resource to all Association members.*

**OBJECTIVES****Biennial Member Survey**

- 1. Survey Executive Officers on what data serves the greatest value by March 31, 2015. **Done (2015 goal).**
- 2. Streamline the survey process to encourage greater participation and focus on the more important data by the end June 2015. **Completed (2015 goal).**
- 3. Conduct survey and have results published by September 30, 2015. **Survey completed but not by the 9/30 date and publishing of data expected 1/31/16. Survey was published 2/2/16.**

**White Papers**

- 1. Prepare white papers on key legal and/or technical issues of importance to member LAFCoS as needed. Poll members to determine the most relevant and value-added topics. **Sustainable Groundwater Management Act paper published December 2016.**



*Ag Policies Paper in progress with an estimated completion timeframe of July 2017. Member EOs polled for content and paper outline prepared with their feedback in mind. Two Guides were created/published in collaboration with CSDA. One is the Special District Formation Guide and the other is the Countywide RDA Oversight Board Special District Appointments Guide.*

## **STRATEGIC AREA FIVE**

**Serve as a legislative and policy advocate for LAFCo issues and as an information resource to the Legislature and other stakeholders.**

### **OBJECTIVES**

#### **Advocate legislative needs and positions**

- 1. Sponsor the annual Assembly Local Government Committee Omnibus bill, which makes technical, non-substantive changes to the Cortese-Knox-Hertzberg Reorganization Act of 2000. *AB 2910 signed into law.*
- 2. Take positions and advocate those positions on legislation pursuant to the Association's adopted Legislative Priorities and Policies. Encourage member LAFCos to do the same. *CALAFCO sponsored SB 1266 which was also signed into law. Formal positions taken on 13 bills, 2 bills were Watch With Concern and letters issued, and CALAFCO was in conversation with authors/stakeholders on several other bills. Annual Conference session discussing the benefits/need for member LAFCos to get involved locally and take positions that support CALAFCO's position was discussed.*

#### **Enhance relationships between LAFCo Commissioners and Legislators for legislative advocacy.**

- 1. At least one (1) time per year, CALAFCO Executive Director, Board Chair, and other Board members to visit with key legislators and staff, including but not limited to members and staff of the Assembly Local Government and Senate Governance and Finance Committees. *Chair Leopold and ED Miller visited several legislators and key legislative staff in January 2016. ED Miller met with legislators and staff throughout the year.*

#### **Serve as an objective resource to the Legislature, organizations seeking to reform local government and state agencies on local government services and organization as requested and appropriate.**

- 1. Participate in statewide, regional and local meetings, symposiums and other events as appropriate. *Continued dialogue with the SWRCB and OPR on water availability; participated via testimony at the Little Hoover Commission (LHC) hearing in August (with a full written report prepared/presented), and again during the LHC workshop in November on healthcare districts.*

**Association Strategic Plan 2016 Dashboard Review**

Revised Strategic Plan adopted by the Board of Directors, 8 May 2015

**Maintain strong relationship with peer Associations**

- 1. Work with peer Associations as appropriate on legislative matters, communicating early on potential CALAFCO legislation that will impact their membership. *Done. Ongoing conversations with ACHD, CSDA, League, CSAC and RCRC, to name a few. CALAFCO took the lead for a host of stakeholders on SB 1318 (Wolk).*
- 2. Inform and educate peer Association members by attending and presenting on the role of LAFCo at least two (2) times per year. *Webinar on LAFCO 101 done for CSDA members in June; LAFCO 101 presented to the northern region's APA chapter in September.*

**STRATEGIC AREA SIX**

**Expand Associate membership in the Association and create strong membership value for all Associate members.**

**OBJECTIVES****Expand Associate member involvement in conferences and workshops**

- 1. Have at least one (1) Associate member on the planning committee of each annual conference and workshop. *Both events had two Associate members each on the Program Planning team.*
- 2. Distribute Call for Presentations to all Associate members, encouraging them to submit sessions for each event. *Completed for both Staff Workshop and Annual Conference.*
- 3. Use Associate members as session speakers whenever possible and appropriate. *AMs were on several panels at the Staff Workshop and the Conference.*

**Enhance Associate Membership value**

- 1. Transition all Associate members onto the same annual billing cycle of July 1 by July 1, 2016. *Not completed due to other priorities.*
- 2. Implement a new Achievement Award for Associate members, the Associate Member of the Year Award, at the 2015 annual Achievement Awards. *Done (2015 goal).*

**Increase Associate Memberships**

- 1. Increase Gold Associate members in 2015 and 2016 by one (1) member per year. *One new Gold Members added in 2016.*
- 2. Increase Silver Associate members in 2015 and 2016 by two (2) members per year. *Four new Silver Members added in 2016.*

**Association Strategic Plan 2016 Dashboard Review***Revised Strategic Plan adopted by the Board of Directors, 8 May 2015*General Comments:

This was another year of transition and growth for the Association. Throughout the year resources were reallocated to areas of critical need, which impacted some of the objectives for the year.

CALAFCO's core strategic area (strategic area one) of providing value-added educational opportunities for our members fell short in that no CALAFCO U courses were offered. Staff feels that these sessions should be offered only when there is a need as determined by member feedback or driven by external factors. All other objectives in this area were fully met. Further, all of the objectives in strategic area two, which focuses on communication with the membership and fostering an organizational environment of inclusiveness and collaboration, were realized. These two strategic areas are critical to the mission of CALAFCO as an educational non-profit.

Given the kind of legislative year the Association experienced in 2016, all of the objectives in strategic area five were met. This area is one in which a majority of resources were expended, thereby causing other objectives to be addressed as lower priority.

While the Association has no overarching financial objectives, CALAFCO's strong financial position is once again noteworthy. Closing the FY 2015-16 with a carry-over balance of \$59,242 demonstrates the organization's solid fiscal management (we were also helped by a financially successful conference). The Association also began the FY 2016-17 by transferring \$8,000 into Fund Reserves.

YOLO  
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COMMISSION



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OLIN WOODS  
Public Member

VICE CHAIR  
MATT REXROAD  
Supervisor - 3<sup>rd</sup> District

WADE COWAN  
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City of Winters

DON SAYLOR  
Supervisor - 2<sup>nd</sup> District

WILL ARNOLD  
Councilmember  
City of Davis

ALTERNATES  
ROBERT RAMMING  
Public Member

JIM PROVENZA  
Supervisor - 4<sup>th</sup> District

ANGEL BARAJAS  
Councilmember  
City of Woodland

Staff

CHRISTINE M. CRAWFORD, AICP  
Executive Officer

SARAH KIRCHGESSNER  
Management Analyst

TERRI TUCK  
Commission Clerk

ERIC MAY  
Commission Counsel

625 Court Street, Suite 203  
Woodland CA 95695

(530) 666-8048  
lafco@yolocounty.org

www.yololafco.org

January 30, 2017

Beth Gabor  
Yolo County Manager of Operations and Strategy  
625 Court Street, Room 204  
Woodland, CA 95695

**Subject:** North Davis Meadows County Service Area Application for an Out of Agency Service Review for Domestic Water Service from the City of Davis (LAFCO Project No. 922)

Dear Ms. Gabor,

LAFCo has reviewed your application for an Out of Agency Service Review submitted on January 18, 2017 for the North Davis Meadows County Service Area (CSA) to obtain domestic water from the City of Davis. Upon more detailed review, staff has determined that pursuant to Section 56133(e)(1) of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, LAFCo approval of out of agency services is not necessary for the extension of water service from the City of Davis to the North Davis Meadows CSA.

Government Code Section 56133(e)(1) states that LAFCo approval of out of agency services is not necessary *"if two or more public agencies where the public service to be provided is an alternative to, or substitute for, public services already being provided by an existing public service provider and where the level of service to be provided is consistent with the level of service contemplated by the existing service provider."*

Since Yolo County, a public agency, currently provides domestic water service to North Davis Meadows via the CSA, the proposed provision of domestic indoor water service at a similar level of service by the City of Davis (also a public agency) to North Davis Meadows CSA is consistent with the aforementioned exemption in Section 56133(e)(1).

Because the proposed provision of water service is exempt from LAFCo review and approval, LAFCo is closing the application file without processing it. You may go ahead and work directly with the City of Davis on the water connection, but please provide LAFCo a copy of the signed Water Service Agreement for our records once it's available.

Sincerely,

Christine M. Crawford, AICP  
Executive Officer

cc: Don Saylor, District 2 Supervisor



## Update on Public Law

# Online Resellers of Hotel Rooms Win Bed Tax Fight

By Michael G. Colantuono

In December 2016, the California Supreme Court decided *In re Transient Occupancy Tax Cases*, rejecting San Diego's effort (and that of many other cities) to collect hotel bed taxes on the full amount charged by online travel companies (OTCs) for hotel rooms – like Priceline.com, Travelocity and Orbitz.

OTCs operate under several business models. In the “merchant model,” the price of a hotel room can be divided into: (i) the wholesale price the OTC pays the hotel, (ii) a “parity” amount — the difference between the wholesale amount and a minimum retail price agreed by the hotel and the OTC, and (iii) the OTC's fees or “spread”. In this model, the OTC charges a customer a room rent as well as charge for taxes and fees. The hotel bills the OTC the wholesale price and the actual transient occupancy tax (TOT), based on the wholesale price, which it pays to the city or county.

The California Supreme Court concluded OTCs are not hotel “operators” obliged to collect and remit the tax, in part because San Diego essentially conceded the point. As San Diego's ordinance language is based on a widely used model, this conclusion will apply to most cities and counties. The Court also concluded San Diego's tax cannot be applied to the OTCs' spread because it is not “charged by the operator” — i.e., the hotel. The Court did conclude the tax applies to the wholesale price and any parity amount because those are charged by the hotel.

Cities and counties now have these options: (i) Forego the revenue. This involves essentially no legal risk and may be sensible for cities with small bed tax receipts or a low tolerance for risk; (ii) Ask voters to amend the tax. OTCs might oppose such measures and, until the major tourist destinations impose this change on the industry, may boycott smaller cities who make the change, as they did South San Francisco. (iii) Enforce ordinance provisions requiring disclosure of tax payments. Hotel operators wish to keep wholesale prices confidential. The Four Seasons, for example, does not want it know how cheaply they resell rooms during low-occupancy periods. However, most TOT ordinances require guest receipts to separately report the tax paid. As the tax rate is known, this discloses the wholesale room rate. Cities and counties can enforce this disclosure requirement to give hotels an incentive to pay tax on the whole retail rate to conceal the wholesale rate. This can be expected to draw resistance. However, the legal basis for this enforcement strategy is plain. The ordinances say what they say and there is no credible argument they are unenforceable.

Internet disruption of local government finance will continue. Cities and counties with substantial bed tax receipts should consider how to respond to this latest development.

For more information on this subject, contact Michael at [MColantuono@chwlaw.us](mailto:MColantuono@chwlaw.us) or (530) 432-7359.

## Parking Ticket Contest Hearing Procedures

By David J. Ruderman

*Yagman v. Garcetti* recently upheld LA's parking-ticket contest procedure. The City requires contestants to deposit the ticket amount or demonstrate inability to pay before a hearing. Attorney Yagman requested a waiver without proof of an inability to pay, and the City denied it. He prevailed on two of three tickets, and sued, alleging the deposit requirement violated due process.

The district court dismissed the suit and the Ninth Circuit affirmed, finding the private interest at stake was modest: the largest penalty here was \$73. Any deprivation was temporary because state law requires a refund within 120 days if a ticket is overturned.

The Court also found initial reviews limited the risk of erroneously (and temporarily) depriving contestants of money. Yagman alleged 75% of tickets are upheld on initial review, but the Court noted that catching mistakes in 25% of cases indicates the procedure works. The Due Process Clause, the Court noted, does not require "perfect, error-free determinations."

Finally, the Court found a substantial City interest in the deposits. Otherwise, contestants have incentive to request hearings solely to delay, leading to frivolous appeals. In addition, the City had a strong interest in avoiding the cost of collection efforts when tickets are upheld.

Although this case does not discuss the dignitary interest some California cases apply to due process analysis, *Yagman* is a helpful for cities fashioning procedures to contest low-dollar amount administrative citations. Cities should ensure timely return of any deposit if a fine is overturned and make the prehearing review meaningful.

For more information on this subject, contact David at [DRuderman@chwlaw.us](mailto:DRuderman@chwlaw.us) or (530) 798-2417.

## Verify Connections Before Making Sewer Refunds

By Holly O. Whatley

In *Cape Concord Homeowners Association v. City of Escondido*, the San Diego Court of Appeal clarified the limits of Government Code § 53082, requiring refunds of fees to properties owners without a sewer connection. Section 53082 provides: "local agencies shall refund any sewer service fees collected for which no services were delivered." When an agency determines a "premises is not connected to the sewer system," it must refund persons still residing at the property. No statute of limitations applies to claims for fees paid before 1992; after that, a 180-day statute applies, which appears to conflict with statutory language that refunds must be paid "regardless of the amount of time the fees were wrongly collected." Section 53082 sets up a rare exception to the 12-month claiming period for utility fee refunds under the Government Claims Act.

In this case, an HOA sued to recover sewer fees it paid from 2006–2012 under section 53082 applied because 97% of its water use was for irrigation of areas not connected to the sewer. It argued that, because it still owned the property, it was entitled to a refund for all six years. The City noted the HOA was served by one meter up until 2013. And, 3.2% of water delivered through that meter was for swimming and bathroom facilities connected to the sewer. Thus, the City argued, because the premises had received some sewer service, § 53082 did not apply. It also argued the 180-day limitations period applied because the challenged charges were paid after 1992. The trial court concluded § 53082 applied, but the 180-day limitations period did, too.

The Court of Appeal affirmed, with different reasoning: § 53082 did not apply because the premises had sewer service. The Court noted the statute was adopted to address Los Angeles' early

(continued on page 3)

# Light Duty to Accommodate Disability

By Teresa L. Highsmith

Temporarily disabled employees often seek light duty or desk assignments. A new case holds that, even without a written policy allowing such assignments, offering light duty to some employees may create a duty to do so as a “reasonable accommodation”—even for a police recruit whose essential job duties are to complete academy training.

In *Atkins v. City of Los Angeles*, five police recruits were injured during training and were assigned light duty while LAPD had a written policy allowing such assignments until recruits recovered, or if disability became permanent, assignment to a non-sworn City vacancy. LAPD changed its policy to limit light duty to 90 days. The recruits were released and they sued for wrongful termination and disability discrimination. The LA Court of Appeal found in light of the past practice and policy which applied to the recruits when they were injured, the City’s duty to provide a “reasonable accommodation” under the California Fair Employment and Housing Act (FEHA) require they be allowed occupy “light duty” positions until they recovered or were deemed permanently disabled.

When a disabled employee cannot perform essential job duties, an employer must engage in an “interactive process under the federal Americans with Disabilities Act (ADA) and FEHA with the employee to attempt to identify a “reasonable accommodation” that will allow the employee to perform all essential job duties. An employer need not alter essential duties; however, “reasonable accommodation” under FEHA includes “reassignment to a vacant position” for which the employee is qualified. There is no requirement to create a position, but having a policy or practice of allowing “light duty” in their position operates like a “reassignment to a vacant position,” and FEHA requires it.

*Atkins* does not obligate employers to offer a light duty assignment without a policy or practice of doing so. Nor does FEHA require an employer to exceed a written policy’s time limit on light duty, if there is no past practice of doing so. Offering light duty in the absence of such a policy can create an obligation to offer this “reasonable accommodation” to others. Finally, an employer can change a written policy regarding light duty assignments, but not as to an employee injured before the change.

This case reminds us that a reasonable accommodation under FEHA includes a reassignment to a vacant position, and that in determining ability to perform essential duties, an employer must consider both an employee’s own and any vacant positions.

*For more information on this subject, contact Terri at [THighsmith@chwlaw.us](mailto:THighsmith@chwlaw.us) or (213) 542-5703.*

## Sewer Refunds (cont.)

1990s practice of charging sewer fees to properties not connected to the sewer at all. For “premises” supplied by a single water meter, any sewer connection is sufficient to defeat a refund claim under § 53082. For properties with two or more meters, the question is whether the portion of a premises served by each meter is connected to the sewer.

Local agencies faced with a § 53082 refund claim should verify a sewer connection. If a connection exists, no matter how little the customer may use it, § 53082 does not apply.

*For more information on this subject, contact Holly at [HWhatley@chwlaw.us](mailto:HWhatley@chwlaw.us) or (213) 542-5704.*



COLANTUONO  
HIGHSMITH  
WHATLEY, PC

420 SIERRA COLLEGE DRIVE,  
SUITE 140  
GRASS VALLEY, CA 95945

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**LAFCO**

**Meeting Date:** 03/23/2017

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**Information**

**SUBJECT**

Consider and adopt the LAFCo Annual Work Plan for fiscal year 2017/18, determining that an MSR/SOI Update for the City of West Sacramento is not warranted, and direct staff to prepare a draft fiscal year 2017/18 budget and update to the Shared Services Strategic Plan for the April meeting to reflect these priorities

**RECOMMENDED ACTION**

Consider and adopt the LAFCo Annual Work Plan for fiscal year 2017/18, determining that an MSR/SOI Update for the City of West Sacramento is not warranted, and direct staff to prepare a draft fiscal year 2017/18 budget and update to the Shared Services Strategic Plan for the April meeting to reflect these priorities.

**FISCAL IMPACT**

The costs for undertaking the Annual Work Plan will be included in LAFCo's draft budget that will be presented at the April meeting and adopted at the May meeting.

**REASONS FOR RECOMMENDED ACTION**

This information is provided to the Commission in order to obtain feedback and direction on work priorities for fiscal year (FY) 2017/18. With this direction, staff will return with a draft budget at the April meeting to implement the Commission's direction. It is anticipated that the Final LAFCo 2017/18 budget will be adopted at the May 25, 2017 meeting.

**BACKGROUND**

The Work Management Plan is separated into two major sections: LAFCo and Shared Services. The LAFCo section addresses the workload involved in maintaining the legally mandated MSR/SOI (Municipal Services Review/Sphere of Influence) updates, applications, policy analysis and administrative duties associated with our LAFCo function. Shared Services reflects our proactive and

evolving commitment to the Shared Services Program for agencies countywide and promoting agency collaboration.

## **LAFCO PROJECTS**

### **MSR/SOI Updates Scheduled for Completion This FY**

Below is a status of each MSR/SOI update scheduled for completion this fiscal year. One of the MSRs scheduled for this fiscal year will carry over into the next year and the attached MSR/SOI update schedule has been updated accordingly.

- MSR for the Dunnigan CSA (public hearing scheduled for April 27, 2017) comprised of 1 county service area
- MSR for the Yolo Cemetery Districts (estimated public hearing June 22, 2017) comprised of 6 cemetery districts
- MSR for the Yolo Levee Maintaining Agencies (estimated completion December 2017) comprised of 12 Reclamation Districts, 1 county service area and 1 water district

### **MSR/SOI Updates Scheduled for Completion 2017/18**

- City of West Sacramento – An MSR/SOI was last completed for the City of West Sacramento in 2009 and they are due for a five-year review. Per the strict reading of the Cortese Knox Hertzberg Act, MSRs are only required when LAFCo intends to update the agency's SOI. Although Yolo LAFCo has utilized the MSR process more frequently to review and provide oversight of our smaller special districts often run by volunteers. In the case of a city, where there is inherently much more scrutiny and transparency, plus annual comprehensive audits are required, staff questions what value LAFCo's report would provide in a city MSR if no sphere of influence updates are needed. The City is nearing adoption of its General Plan with a planning horizon of 2035 and does not seek to expand the current City boundaries. LAFCo would spend approximately \$30,000 - \$40,000 to contract out the MSR for the City of West Sacramento. And as staff has seen with the City of Davis' MSR, the report is not uncovering any new information that is not already known. In the City of Davis' case, there was value to looking at the process and efficiencies between Davis and the three County Service Areas it provides municipal services to, but the City's report on its own was not especially enlightening.

This is the second opportunity where staff has been able to utilize the new checklist template as a screening tool to evaluate whether an MSR is needed at all. Staff utilized this checklist last year and the Commission made a determination that an MSR for the City of Winters was not needed. Staff completed the MSR checklist at a screening level of review for the City of West Sacramento and it is attached for Commission review. Staff recommends that based on the checklist prepared that an MSR for the City of West Sacramento is not needed this cycle and LAFCo will look at the issue

again in 5 years. However, if the Commission is not in agreement with this approach, staff will propose budget funding to contract this MSR out to a consultant in the next fiscal year.

- Garcia Bend County Service Area – This would be a quick MSR since this CSA merely provides pass through funding for the City of West Sacramento to provide fire services to this territory outside of its service boundaries. This was a requirement of City of West Sacramento incorporation in 1987.
- Sacramento-Yolo Port District – This special district was last reviewed also in 2009 and staff anticipates this MSR can be prepared “in-house”.
- Yolo Emergency Communications Agency MSR - (See Shared Services Section for more detail regarding JPAs to be added to our MSR Update List).

### **Project Applications**

- Elkhorn Reclamation Districts Consolidation – Staff is expecting an application to consolidate 4 of the Elkhorn area reclamation districts at their request.
- City of Woodland - Staff is expecting the following applications from the City of Woodland this next fiscal year:
  - Ashley/Main Detachment from Willow Oak FPD (clean up item)
  - Woodland Commerce Center Annexation (industrial area)
  - Woodland Research and Technology Park Annexation (tentative)
- Staff spoke with city staff from West Sacramento, Davis and Winters and no applications are anticipated from these cities in FY 2017/18. West Sacramento can continue to develop within existing city limits. Davis has an application pending for a senior development near the Sutter hospital, but it is unlikely to complete the City’s process and a vote in the next fiscal year. The City of Winters also has a development project anticipated, however, staff’s latest understanding is that the City will complete its General Plan Update before moving forward with the project.

### **Other**

Under state law, the existing redevelopment oversight boards for each former agency are to consolidate into one board for the entire county by July 1, 2018. LAFCoS are apparently required to convene an “independent special districts selection committee” meeting to appoint a special districts member to the new oversight board per this law. More information about this will be forthcoming from CALAFCo as it unfolds, however, this will be a new process for Yolo since we have not needed to convene such a meeting before because we do not have special district representation on our LAFCo Commission.

## **SHARED SERVICES**

### **Shared Services Workshop**

The Shared Services Workshop on February 23, 2017 was a valuable work

session to determine agency priorities for LAFCo shared services. The workshop identified two new projects: LAFCo performing MSR's of some JPAs in the county; and creating a web transparency report similar to that conducted by the Marin County Grand Jury. Two other ideas that didn't garner much discussion at the workshop was suggesting to YCPARMIA that it undertake shared training for cities, special districts and JPAs; and suggesting to the Yolo Mangers Group that it undertake shared contracts for various common services.

### **Broadband**

The consensus from the workshop was that Broadband should stay on LAFCo's work plan for a multitude of reasons. There is a continued need for agencies to be in constant communication about projects so that we can coordinate efforts.

### **MSRs for Selected JPAs**

There are 24 total JPAs in existence among the cities and county agencies (that we know of). There was consensus at the workshop among attendees that LAFCo should begin conducting MSR's for JPAs in the following categories:

- JPAs that provide municipal-like services
- JPAs that have their own staff and operate entirely inside the county (i.e. do not extend outside the county)
- JPAs that have boards comprised of staff and operate entirely inside the county

These categories narrow down the list of JPAs for review to the following six:

- Yolo Emergency Communications Agency (YECA)
- Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA)
- Woodland-Davis Clean Water Agency
- West Sacramento Area Flood Control Agency (West SAFCA)
- Yolo Habitat Conservancy (YHC)
- Valley Clean Energy Alliance (VCEA)

Two other future JPAs that would join this list, if formed, include: Yolo County Housing and the Yolo Groundwater Sustainability Agency (currently the Water Resources Association).

Staff was asked to do the following as next steps:

- Refine the JPA list and priorities with the Yolo Mangers Group (there was also some concern noted about other non-JPA agencies with significant budgets but are not formed as a JPA, such as Yolo County Housing and Yolo County Animal Services). Staff will be meeting with the managers group on Friday, March 17<sup>th</sup> after this report is published, but staff can provide a verbal update at the Commission meeting.



- Send a letter to these JPAs to lay the foundation for MSR, provide information and obtain any feedback.
- Work with each city/County to schedule an item on each agency's board agenda to confirm support for LAFCo performing MSR of these JPAs (other issues identified at the workshop could also be addressed in these same board items including: risk/cost factors before forming additional JPAs, best practices, budget preparation guidelines/timelines, etc.)

Assuming the cities and County support LAFCo performing these JPA MSR, staff would include the JPAs in our 5-year MSR update schedule (draft scheduled attached).

### **Web Transparency Report Cards**

It was suggested at the workshop that LAFCo creating a web transparency report card for Yolo agencies would be valuable. This report card would include the County, all four cities, all special districts and all JPAs.

Next steps for this project would include:

- Determining transparency measurement criteria and notifying every agency of the criteria, process and timeline:
  1. Cities/County (5 agencies)
  2. Special Districts (49 Yolo + 5 multi-county districts = 54 total special districts)
  3. Joint Powers Authorities (24 total JPAs)
- Conduct review of agency websites and provide preliminary measurement including an opportunity for agencies to rectify.
- Finalize report.

The Marin Grand Jury process was fairly detailed and time consuming, requiring each agency to provide a self-audit and having two independent grand jury members conducting an independent agency website review, and coming to agreement. LAFCo's process would simplify this process to probably involve preparing a checklist for each agency based on the transparency criteria and having a staff person fill out the checklist for each agency. The review would then be provided to the agency for verification and/or website content modification. Staff's goal would be to complete a review by the end of each fiscal year.

### **Shared Training**

This topic was not discussed at the workshop in detail. Training has been suggested as a potential shared service. In addition, the need for JPA training was identified in the County's Internal Auditing Divisions risk assessment of some JPAs and agencies. LAFCo staff's suggestion is that YCPARMIA would be an excellent hub to provide this training, as it already provides risk management and pooled insurance services for the cities, County, many special districts and JPAs already. LAFCo's work involved in this action item would be simply to draft a letter

to the YCPARMIA board making this suggestion.

### **Shared Agency Contracts**

This idea involved suggesting to the cities and County managers the potential opportunity for pooled contracting in the common areas of building/fire plan check & inspection, fleet maintenance, park/landscape maintenance and arborist/tree maintenance services. The managers were already notified via the shared services workshop meeting agenda, but staff can follow up with a more formal letter. If the agencies send LAFCo the contracts, we can perform some simple rate comparisons.

### **Recommended Direction for Work Plan**

Staff recommends the following key actions for FY 2017/18:

- Adopt staff's recommendation that an MSR for the City of West Sacramento is not warranted this 5-year cycle
- Complete the MSR underway for the levee maintaining agencies
- Conduct MSRs for the Garcia Bend CSA and Sacramento-Yolo Port District
- Implement next steps to obtain city/county support and begin conducting MSRs for some selected JPAs in Yolo
- Implement next steps to prepare a web transparency audit for each city, county, special district and JPA in the county
- Research and prepare a letter to YCPARMIA suggesting it either provide needed risk management training to the JPAs and/or share training opportunities already provided by its member agencies, in particular the Yolo Training Academy
- Make a request to the city/county managers that if contracts are provided to LAFCo for some select services (building/fire plan check & inspection, fleet maintenance, park/landscape maintenance and arborist/tree maintenance services), LAFCo staff would prepare some simple rate/cost comparisons for their use in negotiating terms
- Continue to facilitate implementation of the Yolo Broadband Strategic Plan by each city and the County including: continuing the Broadband Working Group as a steering committee, assisting with any additional studies or grants to provide continuity, and helping to market the cities and County to existing and potential new broadband providers
- Continue to coordinate the YED Summits two times per year with the Planning Committee including developing topics, agendas and lining up speakers
- Continue to attend meetings of the SACOG Shared Services & New Initiatives Task Force, ensuring our respective shared service efforts remain complementary and coordinated where appropriate

Based on the direction to be provided at the Commission meeting, staff will return at the April meeting with an update to the Shared Services Strategic Plan to reflect these new priorities.

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## Attachments

[ATT A-FY2017/18 MSR/SOI Update Work Plan](#)

[ATT B-City of West Sac 2017 MSR/SOI Checklist](#)

[ATT C-LAFCo 2017 Shared Services Workshop Agenda](#)

[ATT D-SS Workshop 2.23.17 Issue Summary](#)

[ATT E-Types of JPAs Countywide](#)

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## Form Review

### Inbox

Christine Crawford (Originator)

Form Started By: Christine Crawford

Final Approval Date: 03/16/2017

### Reviewed By

Christine Crawford

### Date

03/16/2017 10:53 AM

Started On: 03/01/2017 02:40 PM

FY 2017/18 MSR/SOI Update Schedule - Adopted March 23, 2017			
FY Scheduled	City/District/JPA	Last MSR Adopted	FY Next MSR Due (every 5 yrs)
2017/18	Knights Landing Ridge Drainage District	3/28/2005	2009/10
	Snowball County Service Area		
	Reclamation District 108 (Colusa)		
	Reclamation District 150		
	Reclamation District 307		
	Reclamation District 537		
	Reclamation District 730		
	Reclamation District 765		
	Reclamation District 785		
	Reclamation District 787		
	Reclamation District 827		
	Reclamation District 900		
	Reclamation District 999		
	Reclamation District 1600		
	Reclamation District 2035		
	Reclamation District 2068 (Solano)		
	Reclamation District 2076		
Reclamation District 2093 (Solano)			
Reclamation District 2120			
Garcia Bend County Service Area	1/26/2009	2013/14	
Sac - Yolo Port District	6/22/2009	2013/14	
<b>Yolo Emergency Communications Agency (YECA) JPA*</b>	n/a		
2018/19	City of Woodland	3/28/2011	2015/16
	Dunnigan Water District	10/24/2013	2018/19
	Yolo County Flood Control & Water Conservation District		
	Wild Wings County Service Area #14	6/26/2014	2018/19
	<b>YC Public Agency Risk Mgmt. Insurance Authority (YCPARMIA) JPA*</b>	n/a	
2019/20	Cacheville Community Services District	7/24/2014	2019/20
	Knights Landing Community Services District	12/4/2014	2019/20
	Yolo County Resource Conservation District	2/26/2015	2019/20
	<b>Woodland-Davis Clean Water Agency JPA*</b>	n/a	
	<b>WS Area Flood Control Agency (West SAFCA) JPA*</b>	n/a	
2020/21	Esparto Community Services District	7/23/2015	2020/21
	Madison Community Services District		
	Capay Fire Protection District	4/28/2016	2020/21
	Clarksburg Fire Protection District		
	Dunnigan Fire Protection District		
	East Davis Fire Protection District		
	Elkhorn Fire Protection District		
	Esparto Fire Protection District		
	Knights Landing Fire Protection District		
	Madison Fire Protection District		
	No Man's Land Fire Protection District		
	Springlake Fire Protection District		
	West Plainfield Fire Protection District		
	Willow Oak Fire Protection District		
	Winters Fire Protection District		
	Yolo Fire Protection District		
	Zamora Fire Protection District		
	City of Davis	5/26/2016	2020/21
	El Macero County Service Area		
	Willowbank County Service Area		
	North Davis Meadows County Service Area		
	City of Winters	3/24/2016	2020/21
	<b>Yolo Habitat Conservancy JPA*</b>	n/a	
2021/22	Dunnigan County Service Area	4/27/2017 (scheduled)	2021/22
	Capay Cemetery District	6/22/2017 (tentative)	2021/22
	Cottonwood Cemetery District		
	Knights Landing Cemetery District		
	Mary's Cemetery District		
	Winters Cemetery District		
	Davis Cemetery District		
	City of West Sacramento	3/23/2017	2021/22
<b>Valley Clean Energy Alliance JPA*</b>	n/a		

\* LAFCo MSRs of the JPAs pending city/county confirmation of support

**MUNICIPAL SERVICE REVIEW**

**POTENTIALLY SIGNIFICANT MSR DETERMINATIONS**

The MSR determinations checked below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages. If most or all of the determinations are not significant, as indicated by “no” answers, the Commission may find that a MSR update is not warranted.

- |  |  |
|--|--|
| <input type="checkbox"/> Growth and Population                                   | <input type="checkbox"/> Shared Services and Facilities                        |
| <input type="checkbox"/> Disadvantaged Unincorporated Communities                | <input checked="" type="checkbox"/> Accountability, Structure and Efficiencies |
| <input type="checkbox"/> Capacity and Adequacy of Public Facilities and Services | <input type="checkbox"/> Other   |
| <input type="checkbox"/> Financial Ability                                       |  |

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on the subject agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s service boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

a) – c) According to the State Department of Finance population projections<sup>1</sup>, the City of West Sacramento population increased from 51,963 as of January 1, 2015 to 53,082 in 2016, an increase of 2.2 percent. The City of West Sacramento completed a comprehensive General Plan Update in December 2016

<sup>1</sup> State of California Department of Finance Population Estimates for Cities, Counties and the State – January 1, 2015 and 2016

and has ample space within its current boundaries to accommodate planned growth through 2035. The City is not anticipating any sphere of influence changes during this planning horizon.

**Growth and Population MSR Determination**

There is no population growth or development proposed that would have an impact on the City's service demands and require an update to the City's SOI.

**2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Does the subject agency provide public services related to sewers, municipal and industrial water, or structural fire protection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income) that do not already have access to public water, sewer and structural fire protection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) If "yes" to both a) and b), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community (if "no" to either a) or b), this question may be skipped)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

a) The City of West Sacramento provides water, sewer and fire protection services. A "yes" response indicates that the agency provides a service that may trigger the provisions of SB 244 and a LAFCo determination regarding any disadvantaged unincorporated communities within or adjacent to the agency's sphere of influence is required. A "no" response indicates that the provisions of SB 244 would not apply to a SOI update, if applicable.

b) The term "Inhabited Unincorporated Communities" is defined per Commission adopted policy as those areas on the County of Yolo 2030 General Plan Land Use Map (see Figures LU-1B through LU-1H) that contain land use designations that are categorized as Residential by Table LU-6. The communities of Rumsey and West Kentucky are also included in this definition (even though the current land use designations are Agriculture (AG) and Commercial Local (CL) respectively) because their existing uses are residential. These communities are as follows:

- |               |                 |                     |
|---------------|-----------------|---------------------|
| Binning Farms | El Rio Villa    | Monument Hills      |
| Capay         | Esparto         | North Davis Meadows |
| Clarksburg    | Guinda          | Patwin Road         |
| Dunnigan      | Knights Landing | Royal Oak           |
| El Macero     | Madison         | Rumsey              |

West Kentucky  
West Plainfield

Willow Oak  
Willowbank

Yolo  
Zamora

There are no inhabited unincorporated communities per adopted Commission policy within, adjacent to, or nearby the City of West Sacramento.

c) n/a

**Disadvantaged Unincorporated Communities MSR Determination**

There are no inhabited unincorporated communities per adopted Commission policy within, adjacent to, or nearby the City of West Sacramento.

**3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including 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.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding the agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency's sphere of influence?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

a) – d) The City provides police, fire, parks and recreation, water, wastewater, storm water, flood protection, solid waste/recycling, and streetlight services. Generally, the City's infrastructure master plans are current and are posted on the City's website:

- The City's Sewer Master Plan Update began in 2014 and is in process

- The City's Water Master Plan was last updated in December 2016
- The City's Bicycle, Pedestrian & Trails Master Plan was last updated in May 2013
- The City also performs water quality reports every year.
- The City's Storm Water Master Plan Update began in 2016 and is in process.

There are no known capacity and services issues related to City public facilities and services.

- e) There may be new state regulations for tertiary treatment that will affect the City's wastewater treatment plant, but these new state standards are more speculative at this time.
- f) See 2 b) and 2 c).

**Capacity and Adequacy of Public Facilities and Services MSR Determination**

Generally, the City's infrastructure master plans are current and are posted on the City's website. There are no known capacity and services issues related to City public facilities and services.

**4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Does the organization routinely engage in budgeting practices that may indicate poor financial management, such as overspending its revenues, failing to commission independent audits, or adopting its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is the organization lacking adequate reserve to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is the organization's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is the organization unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

a)-c), e)-f) The City of West Sacramento prepares comprehensive annual financial reports, which are posted on its website. The audits are available through fiscal years ending June 30, 2016. The City's audits have consistently been awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officer Association (GFOA) for the last 20 years in a row. In order to be awarded a



Certificate of Achievement, the City of West Sacramento published an easily readable and efficiently organized CAFR. This report satisfied both the GAAP and applicable legal requirements. The City performs sound financial management practices, adopting an annual budget, spending within its budget and performing independent audits. The City's reserve and debt is at management levels.

It is the policy of the City and the Treasurer of the City to invest idle funds in a manner that provides the highest safety and security while matching maturities to future liabilities and daily cash flow demands. Investments are made according to California Government Code section 53600, et seq., and the adopted City Investment Policy. The City's cash management practices include the establishment of reserves and designations to 1) stabilize the City's fiscal base for anticipated fluctuations in revenues and expenditures; 2) provide for nonrecurring, unanticipated expenditures; and 3) provide for innovative opportunities for the betterment of the community. The following reserves and designations have been established.

General Fund. Included in this fund are the following two accounts:

- General Reserve. The City seeks to maintain a cash reserve for the General Fund equal to between 10% and 20% of annual revenues. The City's current General Fund reserve is at 17% of annual revenues.
- General Long-term Debt Account. This account is used to partially fund liabilities for paid employee leave and partial lease payments on the Recreation Center. Interest earnings on the reserve are used to fund these programs.

General Equipment Replacement. The City seeks to maintain a cash reserve of \$6.0 million. Interest earnings are used to replace equipment used for public safety.

General Facilities Fund. Funding for this reserve comes from surplus general taxes, one-time general revenues and interest earned on the fund balance. The reserve may be used for the following purposes only:

- to provide working capital to finance expenditures from the beginning of the budget year until other revenue sources are collected;
- to provide resources to meet requirements in the event of a disaster, such as fire, flood or earthquake;
- to cover a pending year-end excess of expenditures over revenues from unavoidable shortfalls in revenues;
- to advance funding for capital improvements; and, finally,
- to finance general-purpose buildings, improvements and equipment.

Risk Management. The City is exposed to various risks of loss related to: torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. In March 1987, the City joined together with other agencies in the state to form the Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), a public-entity risk pool that is currently operating as a common risk-management 10-member agency. The City pays an annual premium to YCPARMIA for its general insurance coverage. The Agreement for the formation of YCPARMIA provides that YCPARMIA will be self-sustaining through member premiums and will reinsure through the California Joint Power Insurance Authority (CAJPIA) for claims in excess of \$500,000 for general liability, \$25,000 for property, and \$500,000 for workers' compensation for each insured event.

The CAJPIA is a large risk pool that covers large claims for smaller risk pools such as PARMIA. The City has no accrued liability or reserve as of June 30, 2016.

d) The City is able to fund necessary maintenance upgrades, as evidenced by its adopted Capital Improvement Budget and Five-Year Capital Improvement Plan for fiscal years 2015/16 – 2019/20.

### **Financial Ability MSR Determination**

The City of West Sacramento practices sound financial management, adopting budgets, spending within its limits and preparing annual comprehensive financial updates. The City has adequate reserve to protect against unexpected events or upcoming significant costs. The City’s rate/fee schedules are sufficient to fund an adequate level of service and its debt is at a manageable level. The City is able to fund necessary maintenance upgrades, as evidenced by its adopted Capital Improvement Budget and Five-Year Capital Improvement Plan for fiscal years 2015/16 – 2019/20.

## **5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for the organization to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

a)-b) The City is currently partnering with LAFCo, the other cities and County on shared services. The City partners in multiple joint efforts countywide including the Yolo County Transit District, Yolo Habitat Conservancy, Yolo County Animal Services, Water Resources Association, Yolo County Emergency Communications, Office of Emergency Services, Yolo Emergency Medical Services Agency, Yolo County Housing, and Yolo County Pubic Agency Risk Management Insurance Authority. It is also providing services to the Sacramento-Yolo Port District and the West Sacramento Area Flood Control Agency. No additional shared services are envisioned at this time.

c) Please see 6f-g.

**Shared Services MSR Determination**

The City is currently partnering with LAFCo, the other cities and the County on shared services. The City also participates in a number of regional programs, including JPAs, special districts and other associations/MOUs. No additional shared services are envisioned at this time.

**6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

Accountability for community service needs, including governmental structure and operational efficiencies.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any issues with meetings being accessible and well publicized? Any failures to comply with disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is there a lack of regular audits, adopted budgets and public access to these documents?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to the organization's governance structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, unnecessarily increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

a-c) City meetings are accessible and well publicized in accordance with the Brown Act. There do not appear to be any chronic issues with filling board vacancies and maintaining members. The City staff do not experience a high turnover and stay in their positions longer than seen with other cities in the area.

d) See 4a.

e) There are no recommended changes to the City of West Sacramento's governance structure that will increase accountability and efficiency.

f-g) The City's boundaries currently overlap with a portion of Reclamation District 537 and all of Reclamation District 900. LAFCo's MSR which reviewed the reclamation districts in 2005 recommended that these districts be consolidated. The Yolo County Flood Governance Study completed by UC Davis in August 2014 recommended consolidating governance per each hydrologic basin. LAFCo is currently preparing an MSR Update for the reclamation districts and this recommendation is expected to remain, suggesting the reclamation districts within the City of West Sacramento boundaries be consolidated

with the City. Overlapping public agencies with the City of West Sacramento are redundant and unnecessary. Flood work would benefit from more regionalization and consolidation.

**Accountability, Structure and Efficiencies MSR Determination**

City meetings are accessible and well publicized in accordance with the Brown Act. There do not appear to be any chronic issues with filling board vacancies and maintaining members. The City staff do not experience a high turnover and stay in their positions longer than seen with other cities in the area. The City prepares annual audits which are posted on the City's website.

The City's boundaries currently overlap with a portion of Reclamation District 537 and all of Reclamation District 900. LAFCo's MSR which reviewed the reclamation districts in 2005 recommended that these districts be consolidated. The Yolo County Flood Governance Study completed by UC Davis in August 2014 recommended consolidating governance per each hydrologic basin. LAFCo is currently preparing an MSR Update for the reclamation districts and this recommendation is expected to remain, suggesting the reclamation districts within the City of West Sacramento boundaries be consolidated with the City. Overlapping public agencies with the City of West Sacramento are redundant and unnecessary. Flood work would benefit from more regionalization and consolidation.

**7. OTHER ISSUES**

Any other matter related to effective or efficient service delivery, as required by commission policy.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any other service delivery issues that can be resolved by the MSR/SOI process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

a) There are no City issues LAFCo or City staff is aware of that can be resolved by the MSR/SOI process.

**Other Issues MSR Determination**

There are no City issues LAFCo or City staff is aware of that can be resolved by the MSR/SOI process.

**SPHERE OF INFLUENCE STUDY**

On the basis of the Municipal Service Review:

- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update is NOT NECESSARY in accordance with Government Code Section 56425(g). Therefore, NO CHANGE to the agency's SOI is recommended and SOI determinations HAVE NOT been made.
- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update IS NECESSARY in accordance with Government Code Section 56425(g). Therefore, A CHANGE to the agency's SOI is recommended and SOI determinations HAVE been made and are included in this MSR/SOI study.

**REFERENCES**

*Department of Finance Population Projections*

*City of West Sacramento Comprehensive Annual Financial Report, Year Ended June 30, 2016*

*City of West Sacramento website posting of infrastructure master plans including water and sewer.*

*Personal communication with Charline Hamilton, City of West Sacramento Director of Community Development March 2, 2017*

# 2017 LAFCo SHARED SERVICES WORKSHOP

February 23, 2017 - 9:00 - 10:30 AM

County Administration Building, Atrium Training Room B02  
625 Court Street, Woodland

## MEETING OBJECTIVES

By the end of the working group meeting, we will:

1. Review last year's shared services priorities and status; and
2. Identify recommended shared services for LAFCo's FY 2017/18 work plan.

## AGENDA

### Welcome and Introductions

### Status of Fiscal Year 2016/17 Priorities

Shared Service	Staff Recommendation	Notes
JPA Oversight/Consolidation	End	Consolidation not realistic/feasible at this time
<b>Broadband</b>	<b>Continue</b>	Requires ongoing convening, meetings and agency assistance. Agency progress is being made.
Grant Funding	End	Tied to JPA consolidation

### Discuss Ideas for Next Year's Priorities (FY 2017/18)

Shared Service	Staff Recommendation	Recommended Action Items
<b>JPA Municipal Service Reviews (MSRs)</b>	<b>Yes</b>	Determine which JPAs to be reviewed (not all). <b>LAFCo</b> to add into MSR 5-year review schedule & work plan.
<b>Transparency/Open Government</b>	<b>Yes</b>	For each MSRs, <b>LAFCo</b> to address lack of websites (with special districts) and agency content per transparency best practices.
Shared Agency Contracts	Partial	From 2012 manager survey, remaining areas of shared contract opportunities include: <ul style="list-style-type: none"> <li>• Building/Fire Plan Check &amp; Inspection (shared contract staff for overflow work)</li> <li>• Fleet Maintenance</li> <li>• Park/Landscape Maintenance</li> <li>• Arborist/Tree Maintenance</li> </ul> <b>LAFCo</b> can suggest to <b>Yolo Managers Group</b> , but managers need to follow through.
Shared Training	Partial	<b>LAFCo</b> to suggest via letter to <b>YCPARMIA</b> that they address training needs and disseminate Yolo County Training Academy info, but <b>LAFCo</b> would not be responsible for follow up.
<b>Others?</b>	???	???

## **AGENDA (cont.)**

### **Issue Identification and Refinement**

- JPA MSR Discussion:
  - Which JPAs should have MSRs done? (see Attachment 4)
  - Potential JPA push back? LAFCo will need directive from parent agency
- Others? (Depending on additional shared services added during discussion)

### **Closing Comments and Next Steps**

## **ATTACHMENTS**

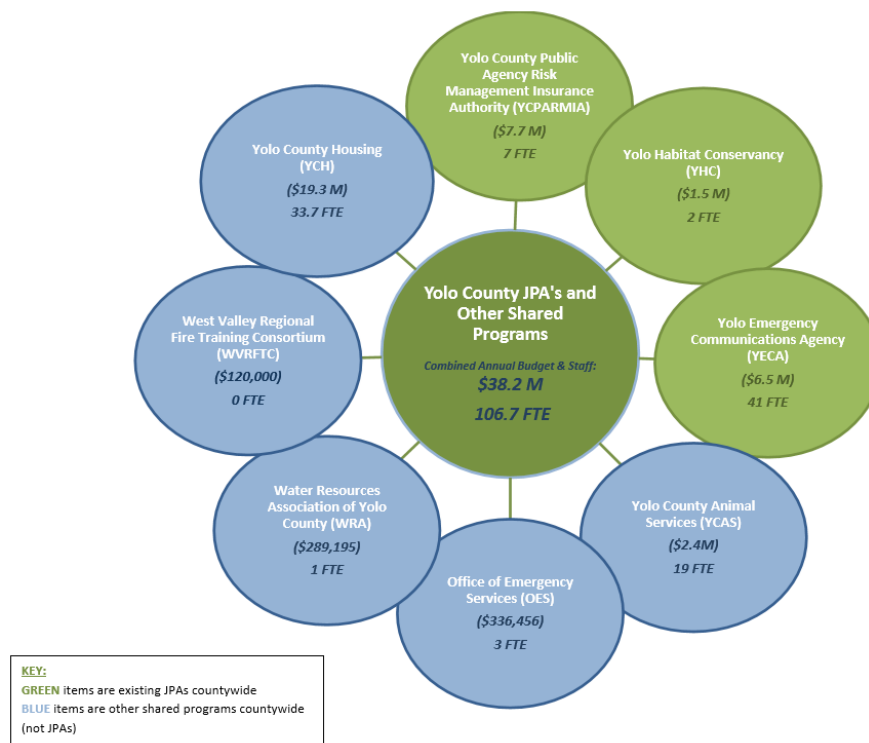
1. JPA Consolidation– Conceptual Org Charts (January 2016)
2. Yolo Broadband Infrastructure Info
3. MSR Determinations/Question Summary
4. Types of JPAs Countywide
5. 2015/16 Marin County Grand Jury Web Transparency Report Card (excerpted)
6. 2012 Shared Services Matrix Summary Tally (annotated with 2017 updates)

## February 23, 2017 Shared Services Workshop

### Issue Summary

#### JPAs

1. LAFCo to work with Yolo Managers Group to refine JPAs to be reviewed via MSRs (generally to include the JPAs that either provide municipal services, have their own staff, or have boards comprised of staff)
2. Concern is also with some non-JPA agencies (in blue below) with significant budgets in what was referred to in the meeting as the “spoke graphic”: (Yolo County Housing \$19.3M, Yolo County Animal Services \$2.4M, OES, WRA and West Valley Fire Training Consortium much smaller \$)




3. City/county managers should be assigned to JPAs for liaison/oversight purposes (analogous to board assignments)
4. LAFCo should lay foundation for JPA MSRs in writing to JPAs as a heads up
5. Cities/County boards should adopt an agenda item that covers each of the following in common:
  - a. Risk factors/cost/other considerations before forming any new JPAs
  - b. Best practices for JPA agreements and policies (funds in County system as appropriate, open government/transparency, etc.)
  - c. Budget preparation guidelines for JPAs to improve timelines/integration with parent funding agencies
  - d. Resolution supporting LAFCo performing municipal service reviews (MSRs) of JPAs
6. Address staff redundancies and look at shared staffing (can be done through MSR process)



## **Web Transparency**

1. Report Card
  - a. Report card would include cities, county, special districts and JPAs (need to decide which ones, either same as previous JPA list or all JPAs)
  - b. Develop criteria, notify agencies in advance of: criteria, process/timeline and reporting to be expected.
2. MSRs
  - a. Accountability is also addressed in LAFCo MSRs
  - b. Address lack of websites during MSR process also and LAFCo can assist special districts to establish their own website, or if not possible LAFCo can host additional content

## Types of JPAs Countywide

					
<p><b>JPAs - Extend Beyond Yolo</b></p> <ul style="list-style-type: none"> <li>• Area 4 on Aging</li> <li>• Cooperative Ag Support Services Authority</li> <li>• Regional Council of Rural Counties</li> <li>• Schools Insurance Authority</li> <li>• Napa-Solano-Yolo-Marin Public Health Labs</li> <li>• Yolo-Solano AQMD</li> <li>• SACOG</li> </ul>	<p><b>JPAs - Provide Municipal Services</b></p> <ul style="list-style-type: none"> <li>• West Sac Area Flood Control Agency</li> <li>• Woodland-Davis Clean Water Agency</li> <li>• Yolo Emergency Communications Agency</li> <li>• Yolo Habitat Conservancy</li> <li>• Valley Clean Energy Alliance</li> <li>• <i>Groundwater Sustainability Agency (tbd)</i></li> <li>• <i>Yolo County Housing (tbd)</i></li> </ul>	<p><b>JPAs - W/ Own Staff (in Yolo)</b></p> <ul style="list-style-type: none"> <li>• Woodland-Davis Clean Water Agency</li> <li>• Yolo Emergency Communications Agency</li> <li>• Yolo Habitat Conservancy</li> <li>• YC Public Agency Risk Management Insurance Authority</li> <li>• Valley Clean Energy Alliance</li> <li>• <i>Groundwater Sustainability Agency (tbd)</i></li> <li>• <i>Yolo County Housing (tbd)</i></li> </ul>	<p><b>JPAs - As Finance Mechanism</b></p> <ul style="list-style-type: none"> <li>• Davis Public Facilities Financing Authority</li> <li>• Golden State Finance Authority</li> <li>• River City Regional Stadium Financing Authority</li> <li>• West Sacramento Financing Authority</li> <li>• Winters Public Finance Authority</li> <li>• Woodland Finance Authority</li> <li>• Yolo County Public Agencies Financing Authority</li> <li>• Winters Branch Library Financing Authority</li> </ul>	<p><b>JPAs - Boards Comprised of Staff</b></p> <ul style="list-style-type: none"> <li>• YC Public Agency Risk Management Insurance Authority</li> <li>• Yolo Emergency Communications Agency</li> <li>• Cooperative Ag Support Services Authority</li> <li>• Napa-Solano-Yolo-Marin Public Health Labs</li> </ul>	<p><b>JPAs - Other</b></p> <ul style="list-style-type: none"> <li>• Yolo County Law Library</li> <li>• Yolo In-Home Support Services Public Authority</li> <li>• Conaway Ranch</li> </ul>

**LAFCO**

**Meeting Date:** 03/23/2017

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**Information**

**SUBJECT**

Authorize staff to begin recruitment process of interested persons for the position of the alternate public member seat

**RECOMMENDED ACTION**

In accordance with LAFCo Administrative Policies and Procedures for the Appointment of the Regular Public Member and Alternate (see attached):

1. Direct staff to prepare and post a special vacancy notice advertising that a vacancy exists and solicit interested persons to submit their applications for consideration.
2. Determine if the Commission wishes to appoint a personnel committee to review submitted applications for interviews and, if so, select the subcommittee members; and,
3. Determine how the Commission will hold interviews; by personnel committee, the full Commission, or a combination of both.

**FISCAL IMPACT**

The budget impact for the appointment of a new Alternate Public Member would be minimal. The only expenses that may occur during the process would be any advertising costs, if necessary, for notices in local papers. These expenses are covered in the budget under Services and Supplies for Publications and Legal Notices.

**REASONS FOR RECOMMENDED ACTION**

On January 31, 2017, Robert Ramming announced his intent to step down as the current Alternate Public Member when his term expires May 1, 2017.

## **BACKGROUND**

After a year of searching for an alternate public member, Mr. Ramming was appointed by the Commission in March 2005 to serve the remaining term of former Alternate Public Member Tom McMasters-Stone, after the latter was elected to the Winters City Council on March 2, 2004.

Dependent upon how many applications are received, the Commission may appoint a personnel committee from its members to review all applications. Alternatively, the Commission may choose to review the applications to make its selection. In either case, the Commission may determine if applicant interviews are appropriate. LAFCo would then determine if the full Commission should hold interviews in open session or handled by the subcommittee.

LAFCo Administrative Policies and Procedures section 3.7 states that, “the Commission may select a personnel committee from its membership for the purposes of reviewing all applications and nominating the best-qualified candidates for the Commission's consideration. If a personnel committee is used, then the personnel committee may recommend to the commission the name or names of applicants for nomination(s) to the vacant position(s) at the next regularly scheduled meeting. However, any eligible commissioner may nominate a candidate from the applications submitted. If a personnel committee is not used, then any eligible commissioner may nominate a candidate from the applications submitted to the vacant position(s).”

If the recruitment process begins now, replacement for the incumbent could be selected as early as the Commission’s May 25, 2017, meeting. The appointee for alternate public member would then immediately start a new four-year term, ending May 2021.

## **OTHER AGENCY INVOLVEMENT**

A Notice of Vacancy shall be sent to the County and all cities and special districts within the County. In addition, newspapers within the County shall receive press releases.

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### **Attachments**

[ATT A-LAFCo Admin Policies & Procedures](#)

[ATT B-Notice of Vacancy](#)

[ATT C-Application](#)

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### **Form Review**

Form Started By: Terri Tuck

Started On: 03/14/2017 11:04 AM

Final Approval Date: 03/14/2017

### **3.5 APPOINTMENT OF THE REGULAR PUBLIC MEMBER AND ALTERNATE**

Whenever a vacancy occurs, or may occur, in the positions of regular public member or alternate public member, as a result of resignation, death, termination or expiration of term of office, or any other cause provided by law, it shall be the policy of the Local Agency Formation Commission to advertise that a vacancy exists or may exist in either or both of these positions and solicit all interested persons to apply for consideration as appointee(s). Final appointment to the vacant position(s) shall not be made for at least 40 days after an announcement of vacancy(ies) occur(s). The Yolo LAFCo may reappoint the incumbent at its pleasure.

### **3.6 CRITERIA FOR THE REGULAR PUBLIC MEMBER AND ALTERNATE**

The applicants and successful candidate(s) shall meet the criteria set forth in the applicable provisions of the Government Code. No person appointed as a public member or alternate public member shall be an officer or employee of the county or any city or district with territory in the county (Government Code Section 56331). Both the regular and alternate public member of the Yolo County LAFCo shall be a registered voter in Yolo County.

### **3.7 PROCEDURES FOR APPOINTMENT OF THE REGULAR PUBLIC MEMBER AND ALTERNATE**

Whenever a vacancy occurs, or may occur, in either or both the positions of regular public member or alternate public member, as a result of resignation, death, termination or expiration of term of office, or any other cause provided by law,<sup>1</sup> the Chair shall direct the Executive Officer to prepare and post a special vacancy notice advertising that such a vacancy(ies) currently exist(s) or may exist and solicit interested persons to submit their résumés for consideration to the Executive Officer within 30 days after the announcement of the vacancy occurs. The special vacancy notice shall be posted at the following locations:

1. At the LAFCo staff office, and
2. On the bulletin board outside the Board of Supervisors' hearing room, and
3. On the bulletin board outside the County Administration Building, and
4. Any other place as directed by the Commission.

The Executive Officer shall mail a copy of the special vacancy notice to all city clerks; to all independent special districts; and to the clerk of the Board of Supervisors.

The Executive Officer shall have an announcement prepared and released to the press to the effect that a vacancy exists or may exist in either or both position(s) of regular public member or the

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<sup>1</sup> In any Calendar year in which the term of office of the regular public member or alternate member is to expire, the Executive Officer will inform the commission at the first regular meeting in March that such expiration is effective the first Monday in May. The Commission may decide to advertise this fact in advance and encourage persons to submit their résumés for consideration prior to the expiration of the respective term. In such event, notice and selection will be in the manner specified in these procedures.

alternate public member and all interested persons are encouraged to apply by submitting their résumés to the Commission's Executive Officer within 30 days after the announcement occurs.

30 days after the announcement occur(s) no further applications for the vacant position(s) shall be accepted by the Executive Officer, who then shall place on the agenda at the Commission's next regular scheduled meeting for discussion the consideration of these same applications for appointment to the vacant position(s).

The Commission may select a personnel committee from their membership for the purposes of reviewing all applications and nominating the best-qualified candidates for the Commission's consideration. If a personnel committee is used, then the personnel committee may recommend to the commission the name or names of applicants for nomination(s) to the vacant position(s) at the next regularly scheduled meeting. However, any eligible commissioner may nominate a candidate from the applications submitted. If a personnel committee is not used, then any eligible commissioner may nominate a candidate from the applications submitted to the vacant position(s).

Upon receipt of the names of the nominees for consideration to the vacant position(s), the Chair shall declare the nominations closed and shall direct the Commission Clerk to call a vote of members eligible first for one candidate, then the other. The nominee(s) receiving a majority shall be appointed to the vacant position(s) for the un-expired term of the regular public member or alternate public member, except when the vacancy is the result of expiration of term of office, then the appointment shall be for four-years and until the appointment and qualification of his/her successor. The expiration date of the term of office of each member shall be the first Monday in May in the year in which his /her term is to expire.

In the event no candidate from the applicants submitted receives a majority, the Commission shall direct the Executive Officer to re-advertise that a vacancy(ies) exist(s) in the manner set forth in these procedures.

Final appointment to fill any vacancy in either the position of regular public member or alternate public member shall not be made by the Commission for at least 40 days after the announcement occurs.

Any other provision of this Policy notwithstanding, the Commission may, by a majority vote of its then-existing membership, waive any provision of this Policy as it deems necessary or appropriate in its sole discretion.

YOLO  
LOCAL  
AGENCY  
FORMATION  
COMMISSION



**NOTICE OF VACANCY**

**ALTERNATE PUBLIC MEMBER**

The Yolo Local Agency Formation Commission (LAFCo) is currently accepting applications for the alternate public member seat and invites interested persons to apply.

LAFCo is an independent agency created by the California State Legislature in 1963. LAFCo is charged with encouraging orderly governmental boundaries and efficient services, discouraging urban sprawl, and preserving agricultural and open space resources. The Commission meets these objectives by conducting municipal service reviews and other special studies, regulating the boundaries of cities and special districts through an approval process to form or dissolve cities and special districts, and by annexations or detachments of land to and from incorporated cities and special districts in Yolo County.

Yolo LAFCo is composed of five voting members and three alternates. Two regular members and one alternate are elected county supervisors appointed by the Yolo County Board of Supervisors. Two regular members and one alternate are elected city officials appointed by the Mayors of the County's four incorporated cities. The public member and alternate are citizens appointed by the four regular members of the Commission. The alternate public member has all the rights and duties of the regular member, in their absence. The term of office for the open alternate public member seat is four years, expiring May 2021.

Yolo LAFCo meetings are typically held on the fourth Thursday in every month except for August and November where there is no regular meeting, and on the first Thursday in the month in December. Meetings are held at 9:00 a.m. in the Yolo County Board of Supervisors Chambers, 625 Court Street, Room 206, Woodland, CA, 95695, or at a time and place set and noticed by the Commission, Commission Chair or the Executive Officer of the Commission.

**Requirements:** Applicants must be a resident and registered voter of Yolo County, and cannot be officers or employees of the county or any city or special district with territory in Yolo County. Such persons shall be eligible for appointment but upon appointment, shall resign any conflicting position specified above.

To be considered, a completed application form must be received in the LAFCo office by **9:00 a.m., Monday, May 1, 2017**. The Commission will consider the appointment tentatively at its May 25, 2017 meeting. The office is located at 625 Court Street, Suite 203, Woodland, CA, 95695. Applications may be submitted by email at [lafco@yolocounty.org](mailto:lafco@yolocounty.org), U.S. mail, or hand-delivered; post marks will not be accepted. To download an application form, and for more information about Yolo LAFCo, please visit our website at [www.yololafco.org](http://www.yololafco.org), or contact the LAFCo office at (530) 666-8048.

CHAIR  
OLIN WOODS  
Public Member

VICE CHAIR  
MATT REXROAD  
Supervisor – 3<sup>rd</sup> District

WADE COWAN  
Mayor  
City of Winters

DON SAYLOR  
Supervisor – 2<sup>nd</sup> District

WILL ARNOLD  
Councilmember  
City of Davis

ALTERNATES  
ROBERT RAMMING  
Public Member

JIM PROVENZA  
Supervisor – 4<sup>th</sup> District

ANGEL BARAJAS  
Councilmember  
City of Woodland

Staff  
CHRISTINE M. CRAWFORD, AICP  
Executive Officer

SARAH KIRCHGESSNER  
Management Analyst

TERRI TUCK  
Commission Clerk

ERIC MAY  
Commission Counsel

625 Court Street, Suite 203  
Woodland CA 95695

(530) 666-8048  
[lafco@yolocounty.org](mailto:lafco@yolocounty.org)

[www.yololafco.org](http://www.yololafco.org)

YOLO  
LOCAL  
AGENCY  
FORMATION  
COMMISSION



**ALTERNATE PUBLIC MEMBER APPLICATION  
FOUR-YEAR TERM - MAY 2017-2021**

*Completed application form must be returned to the LAFCo Office  
Applications may be sent via e-mail to [lafco@yolocounty.org](mailto:lafco@yolocounty.org)  
or mailed to 625 Court Street #203, Woodland CA 95695*

PLEASE PRINT OR TYPE

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

HOME/CELL PHONE: \_\_\_\_\_

EMPLOYER: \_\_\_\_\_

OCCUPATION: \_\_\_\_\_

WORK PHONE: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

Please complete the following questions (attach additional pages if necessary):

Are you currently a registered voter within Yolo County? yes no

Are you currently an officer or employee of a city, county, special district, or joint powers authority in Yolo County? yes no

If so, are you willing to resign that position (if needed) to assume the LAFCo alternate public member appointment? yes no

Please list any education/relevant training you have received:

Please list any community activities/interests that are relevant for this position:



Please summarize your qualifications to serve as a member of the Commission:

What is your general availability for day meetings (regular meeting times are generally the 4<sup>th</sup> Thursday of the month at 9am in Woodland)?

What interests you in serving on the LAFCo Commission as a public board member?

*Resumes and letters of recommendation/reference are not required, but will be accepted and should be attached to the completed application at the time of submission.*



## Executive Officer Report 9.

**LAFCO**

**Meeting Date: 03/23/2017**

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### Information

#### **SUBJECT**

A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.

- Shared Services
  - EO Activity Report - January 23 through March 17, 2017
- 

### Attachments

[EO Activity Report Jan23-Mar17](#)

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### Form Review

Form Started By: Terri Tuck  
Final Approval Date: 03/14/2017

Started On: 03/14/2017 11:16 AM

## LAFCo EO Activity Report

### January 23 through March 17, 2017

Date	Meeting/Milestone	Comments
01/23/2017	Davis Cemetery District Meeting	Cemetery Districts MSR/SOI
01/24/2017	Shared Services – Meeting w/Dana Carey (EOC)	Snowball CSA Boundary
01/25/2017	Shared Services – City of Davis Broadband Task Force Meeting	Participant
01/26/2017	Shared Services – Meeting w/ County Staff	Broadband for North Davis Meadows CSA
01/27/2017	Cottonwood Cemetery District Meeting	Cemetery Districts MSR/SOI
01/27/2017	Shared Services – Conference call w/Marty Tuttle (West Sacramento)	
01/30/2017	Winters Cemetery District Meeting	Cemetery Districts MSR/SOI
01/31/2017	Meeting w/Babs Sandeen (West Sacramento)	LAFCo 101
01/30/2017	Capay Cemetery District Meeting	Cemetery Districts MSR/SOI
01/30/2017	Cottonwood Cemetery District Meeting	Cemetery Districts MSR/SOI
01/31/2017	Shared Services – Winters/County 2x2	Attended
02/01/2017	Shared Services – City of Davis Broadband Task Force Meeting	Participant
02/02/2017	Meeting w/Howard Newens (DFS)	LAFCo MSR of JPAs
02/06/2017	Meeting w/Mary Khoshmashrab (DFS)	LAFCo MSR of JPAs
02/07/2017	Meeting w/Angel Barajas	LAFCo 101
02/08/2017	Meeting w/Kris Berry (EO-Placer LAFCo)	CALAFCO 201
02/08/2017	Shared Services – Yolo County Broadband Task Force Meeting	Participant
02/08/2017	Shared Services – Meeting w/County and Wave Broadband	Broadband needs in the County.
02/10/2017	Cottonwood Cemetery District Meeting	Cemetery Districts MSR/SOI
02/14/2017	Conference call w/CALAFCO Planning Committee Meeting	Staff Workshop session planning
02/15/2017	Conference call w/Dillon Gibbons (CSDA)	Staff Workshop session re Open Gov.
02/15/2017	Meeting w/Will Arnold	LAFCo 101

<b>Date</b>	<b>Meeting/Milestone</b>	<b>Comments</b>
02/15/2017	Conference call w/Randi Kay Stephens (Institute for Local Government)	CALAFCO Staff Workshop session re Open Gov
02/16/2017	Conference call w/Keene Simonds (Marin LAFCo)	CALAFCO Staff Workshop session re Open Gov
02/22/2017	Davis Broadband Advisory Task Force Meeting	Participant
02/23/2017	LAFCo Shared Services Workshop	Facilitated workshop
02/24/2017	Shared Services – Conference call w/Jay Hamilton-Roth (Marin County Grand Jury Foremen)	Web Transparency Report Card
02/27/2017	Shared Services – Meeting w/Elisa Sabatini & Alex Tengolics (CAO)	CSA/CSD discussion
02/27/2017	Conference call w/Rachel (Marin LAFCo)	CALAFCO Staff Workshop session – Open Gov
02/28/2017	Conference call w/CALAFCO Staff Workshop Planning Committee Meeting	CALAFCO staff workshop planning meeting
03/03/2017	Shared Services – Conference call w/Tellus Venture Assoc. and Valley Vision	CCABC (Broadband) Meeting w/Yolo Agencies
03/08/2017	Shared Services – CETF Roundtable on Broadband in Agriculture	Attended
03/09/2017	Shared Services – Conference call w/Robin Affrime (Communicare)	YED Talk presentation
03/09/2017	Women's History Month Luncheon	Attended
03/09/2017	Shared Services – Conference call w/Michael McCormick (OPR)	YED Talk presentation
03/14/2017	Shared Services – Conference call w/K.R. Johnson (UC Davis)	YED Talk presentation
03/14/2017	Conference call w/CALAFCO Planning Committee Meeting	Staff Workshop
03/15/2017	Yolo County Development Review Committee Meeting (DRC)	Attended
03/16/2017	Shared Services –Valley Vision Consultant Meeting w/County & cities	CPUC maps and CCABC-Strategize on core issues for each agency, discuss priority projects for Valley Vision/Cap2Cap
03/17/2017	Shared Services – Yolo Manager's Meeting	JPA MSR Discussion