

REQUEST FOR PROPOSALS

LAFCo Municipal Service Review and Sphere of Influence Update for Sequoia Healthcare District and Peninsula Health Care District

August 11, 2016

Overview

San Mateo Local Agency Formation Commission (LAFCo) invites proposals from qualified consultants to perform a municipal service review (MSR) and sphere of influence (SOI) update for Sequoia Healthcare District and Peninsula Health Care District.

This work is to be completed in compliance with California Government Code Sections 56430 and 56425 (see [Attachment A](#)) and LAFCo-adopted MSR policies (see [Attachment B](#)).

Background

The mandate for LAFCos to conduct service reviews is part of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) contained in Section 56000 et seq. LAFCos are required to conduct service reviews prior to or in conjunction with SOI updates, and are required to review and update as necessary the SOI for each city and special district every five years or as needed.

Study Area and Scope of Services

San Mateo LAFCo is responsible for establishing, reviewing, and updating as necessary the SOIs for approximately 65 public agencies in San Mateo County (20 cities, 22 independent special districts, and 33 county-governed districts). The MSR project area includes the communities served by the Sequoia Healthcare District (Atherton, Belmont, Menlo Park, Portola Valley, Woodside, Foster City, Redwood City, San Carlos, and unincorporated areas) and Peninsula Health Care District (San Bruno, Millbrae, Burlingame, Hillsborough, San Mateo, and Foster City) and assesses community-based health care initiatives, partnerships, and programs and hospital operations (see [Attachment C](#): Map of Health Care Districts).

Services studied are subject to determinations in the following areas:

1. Growth and population projections for the affected area
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the SOI
3. 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 SOI
4. Financial ability of agencies to provide services
5. Status of, and opportunities for, shared facilities

6. Accountability for community service needs, including governmental structure and operational efficiencies
7. Any other matter related to effective or efficient service delivery as required by LAFCo policy

Budget

Proposals that demonstrate that the final product will meet the requirements of the CKH Act and provide useful information in a concise format at the lowest cost will be considered more favorably.

Schedule

RFP Issue Date	Wednesday, August 11, 2016
Proposals due	Wednesday, October 12, 2016, 5:00 pm
Screening	Tuesday, November 1 – Friday, November 4, 2016
Commission consideration of contract approval	Wednesday, November 16, 2016
Consulting work begins	Monday, December 5, 2016

Proposal Requirements

Responses to this Request for Proposals (RFP) must include all of the following items:

1. A statement regarding the anticipated approach for this project, discussing and identifying suggested changes and/or additional details to the draft scope of services (SOS) (see [Attachment D](#)).
2. An overall project schedule, including the timing of major work tasks.
3. Identification of the lead staff responsible for the project and identification of the staff that will be performing the day-to-day work.
4. Identification of any subcontractors who will be involved and a description of the work they will perform. Please include the information outlined in Items 1 and 2 above for each subcontractor.
5. References of similar work performed for past projects by the proposing firm.

6. Documentation from the proposing firm's insurance carrier confirming the coverage outlined below:

Insurance Type	Coverage Limit
General Liability	\$1,000,000
Professional Liability	\$1,000,000
Motor Vehicle Liability	\$1,000,000
Workers' Compensation	Statutory

7. Completion of the Equal Benefits Compliance Declaration Form (see [Attachment E](#))
8. The anticipated project cost, including:
- The total cost (not to exceed the total budget amount)
 - The cost for each major subtask identified in the draft SOS as outlined in the proposal.
 - The hourly rates for each staff member who will be involved in the work, including the rates for any subcontractors.
9. A copy of a completed MSR prepared by the proposing firm

Submittal Requirements

Deadline: Complete proposals must be received by LAFCo by **5:00 pm on or before Wednesday, October 12, 2016.**

Number of Copies: Please submit three (3) original bound copies and one (1) unbound, fully reproducible copy.

Deliver to:

San Mateo LAFCo
Attention: Martha Poyatos
455 County Center, 2nd Floor - LAF124
Redwood City, CA 94063

LAFCo Contact:

Martha Poyatos, Executive Officer
San Mateo LAFCo
455 County Center, 2nd Floor
Redwood City, CA 94063
(650) 363-4224 T
(650) 363-4849 F
mpoyatos@smcgov.org

Attachment A. Relevant California Government Code

Section 56430

(a) In order to prepare and to update spheres of influence in accordance with Section 56425, the commission shall conduct a service review of the municipal services provided in the county or other appropriate area designated by the commission. The commission shall include in the area designated for service review the county, the region, the subregion, or any other geographic area as is appropriate for an analysis of the service or services to be reviewed, and shall prepare a written statement of its determinations with respect to each of the following:

- (1) Growth and population projections for the affected area.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
- (3) 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.
- (4) Financial ability of agencies to provide services.
- (5) Status of, and opportunities for, shared facilities.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies.
- (7) Any other matter related to effective or efficient service delivery, as required by commission policy.

(b) In conducting a service review, the commission shall comprehensively review all of the agencies that provide the identified service or services within the designated geographic area.

(c) The commission shall conduct a service review before, or in conjunction with, but no later than the time it is considering an action to establish a sphere of influence in accordance with Section 56425 or Section 56426.5 or to update a sphere of influence pursuant to Section 56425.

(d) Not later than July 1, 2001, the Office of Planning and Research, in consultation with commissions, the California Association of Local Agency Formation Commissions, and other local governments, shall prepare guidelines for the service reviews to be conducted by commissions pursuant to this section.

Section 56425 (e)

In determining the sphere of influence of each local agency, the commission shall consider and prepare a written statement of its determinations with respect to each of the following:

- (1) The present and planned land uses in the area, including agricultural and open-space lands.
- (2) The present and probable need for public facilities and services in the area.
- (3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
- (4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
- (5) For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

Attachment B. San Mateo LAFCo Municipal Service Review Policies

Purpose

These policies are intended to provide guidance to the San Mateo Local Agency Formation Commission (LAFCo) and staff in the preparation and implementation of municipal service reviews (MSRs) as required by Government Code Section 56430.

Background

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) requires that, in order for LAFCo to review and update spheres of influence, LAFCo shall conduct MSRs. The mandate for MSRs is the product of the Commission on Local Governance of the 21st Century report *Growth Within Bounds*. The report identified a need to comprehensively study existing and future public service conditions, evaluate organizational options for accommodating growth and preventing urban sprawl, and ensuring that critical services are provided in an efficient and cost-effective manner. *Growth Within Bounds* identified service reviews as an opportunity for LAFCOs to encourage agencies to work cooperatively to more effectively accomplish their shared public service objectives including public participation in decision-making.

Goals and Objectives

Effective January 1, 2000, Section 56430 required LAFCo to conduct MSRs and prepare a written statement of determination with respect to *nine determinations and effective January 1, 2008, amended the determinations as follows:*

1. Growth and population projections

Analysis will include Census population, California Department of Finance, and Association of Bay Area Government population projections and other information where appropriate in assessing existing and future service needs.

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

“Disadvantaged unincorporated community” means inhabited territory, as defined by Section 56046, that constitutes all or a portion of a “disadvantaged community,” a community with an annual median household income that is less than 80 percent of the statewide annual median household income as defined by Section 79505.5 of the Water Code.

3. 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 SOI

4. Financial ability of agencies to provide services

Analysis will include agency budgets, budget trends, audits, fee schedules, revenue sources, and other information necessary to assess the fiscal viability/health of the agency.

5. Status of and opportunities for shared facilities

Replaces former determinations of shared resources and cost-avoidance opportunities. Analysis will include existing practices and potential opportunities in regard to sharing common facilities and/or contracting for services, et cetera, with other agencies.

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

Replaces management efficiencies and government structure options, including advantages and disadvantages of consolidation or reorganization of service providers, local accountability, and governance.

Analysis will include public availability of agency budget, agenda, reports, and other documents; source data such as organizational charts, budgets, website, and survey information provided by agencies; and potential reorganization pursuant to the CKH Act, enabling legislation and State legislative policies that encourage efficient delivery of services and logical boundaries.

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

This is a new determination that permits the Commission to adopt other determinations on a case-by-case basis based on unique local conditions. These may vary based on changes in enabling legislation, operations, or regulatory requirements since agency formation; unusual events impacting the agency; or other unforeseen factors.

Section 56430 does not require LAFCo to initiate changes of organization based on service review findings, but rather that LAFCo make determinations regarding the provision of public services pursuant to Section 56430 (1) through (7). The Commission's MSR determinations may be used by LAFCo and affected public agencies or the community to initiate changes to services, local jurisdictions, or spheres of influence. However, in adopting these policies, San Mateo LAFCo acknowledges that the preferred form of initiation of a change of organization is an application submitted by affected agencies, residents, property owners, or voters. Service reviews shall therefore be conducted in a manner to inform and to serve as a tool for any actions a public agency or community may wish to initiate by application to LAFCo.

Conduct of Municipal Service Reviews in Conjunction with Sphere of Influence Reviews

Generally, reviews will be prepared in conjunction with SOI studies or updates; however, service reviews may also be conducted independent of the SOI process. Minor amendments to a sphere of influence, as determined by LAFCo, will not require an MSR.

Services to be Included

The term “municipal service” refers to the full range of services an agency is authorized to provide. Municipal service reviews will include water, sewer, drainage, harbor, libraries, roads, parks, police, and fire protection. General government services such as courts, social services, human resources, treasury, tax collection, and administrative services will generally not be included. LAFCo will determine which services will be included in each service review.

Agencies to be Included

Local agencies that are subject to LAFCo review, or are required to have an SOI, are subject to MSRs. Whenever possible, data on services provided by other agencies providing the same services will also be included. These agencies include private water utilities, mutual water companies and county-governed districts that are not subject to LAFCo SOI designations.

Boundaries

LAFCo will determine the final geographic boundary and agency(ies) that will be the subject of a service review. Factors that may be considered in determining a service review boundary include, but are not limited to: existing city and special district jurisdictional and sphere boundaries; topography; geography; community boundaries; tax/assessment zones; infrastructure locations; transportation systems and roads; areas with shared facilities; areas with shared social and economic communities of interest, plus other factors as determined by LAFCo.

With the exception of single-purpose, countywide special districts, service reviews will generally be conducted for subregional areas within the County of San Mateo. However, as determined by the Commission, a service review may be done for a single agency or multiple agencies as the need may arise.

Data Collection Criteria

Categories set forth in (1) through (6) of Section 56430 will require input from affected agencies based on budgets, capital improvement plans, engineering studies, general plans and other agency documents. Information shall also be gathered from Association of Bay Area Government Projections Reports, California Department of Finance, Bay Area Water Users. Data will be presented to the extent possible in comparative format showing rates per unit, cost per capita, etc. according to industry standards. Analysis shall also acknowledge unique circumstances that may exist for a specific agency or type of agencies. Examples include challenges posed by topography or external influences or challenges such as those faced by the County’s water agencies.

California Environmental Quality Act

Local agencies that submit applications for SOI amendments requiring MSRs will be considered lead agencies for purposes of environmental review and should approve whatever environmental determination is appropriate under the California Environmental Quality Act (CEQA), i.e., exemption, negative declaration, or environmental impact report.

For MSRs conducted as part of periodic SOI review, LAFCo shall determine the necessary environmental review or exemption under CEQA.

Municipal Service Review Process

- A. LAFCo will determine the priority, schedule, procedure and content for service reviews as required for SOI reviews for the County's 20 cities and 23 independent special districts. LAFCo will develop a priority work plan of service reviews to be addressed during the fiscal year.
- B. Municipal service reviews will be prepared by staff unless the Commission finds that due to complexity, controversy or staff resources, the review should be conducted by an independent consultant.
- C. LAFCo will mail a survey/questionnaire to the affected agency(ies) identified in the service review work plan. The survey/questionnaire shall contain questions related to Section 56430 (1) through (6).
- D. Staff shall prepare a preliminary report for review and comment by affected agencies, residents, property owners, or other interested parties.
- E. LAFCo may hold public scoping meetings or study sessions, as necessary, for selected service reviews to gather additional input.
- F. LAFCo may establish a service review committee to provide technical and/or policy advice to LAFCo staff. The service review committee may consist of LAFCo Commissioners from each representative category (county, cities, special districts and the public).
- G. LAFCo staff will prepare a final MSR report that includes the determinations required by State Law. The report may identify future studies or actions, which LAFCo or other agencies may take to implement the recommendations of the report.
- H. The Commission will consider the MSR report and determinations at a noticed public hearing prior to reaffirming or amending an SOI. The report will be available for a public review period prior to the hearing.

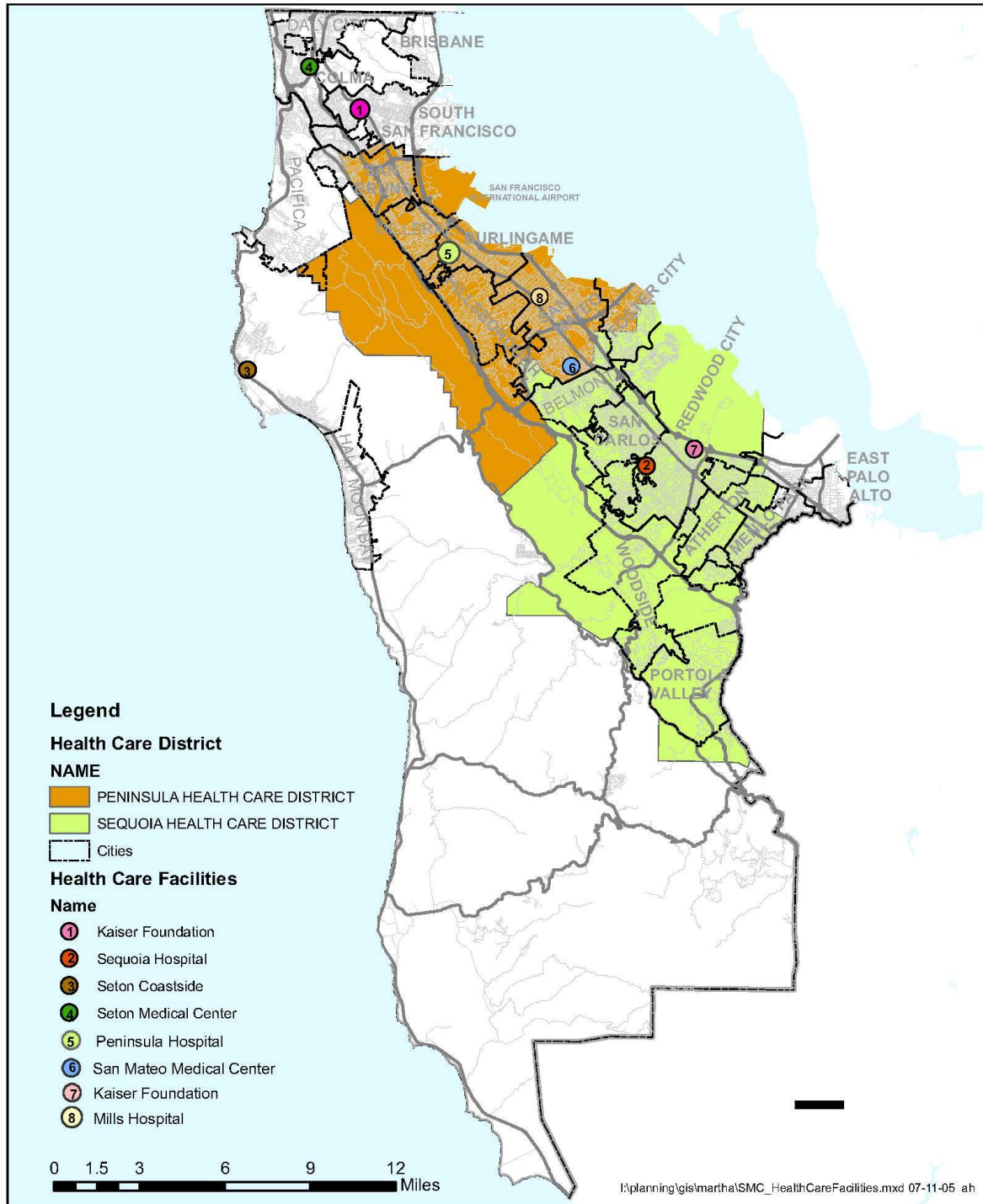
Adopted March 20, 2002

Revised February 20, 2008

Updated April 2014 to incorporate revised areas of determination

Attachment C. Map of Health Care Districts

Health Care Districts - San Mateo County



Attachment D. Scope of Services

The study includes the following agencies:

- Sequoia Healthcare District
- Peninsula Health Care District
- Overview of San Mateo Medical Center and San Mateo County Health Programs in study area (to be prepared by LAFCo Staff)

TASK 1 – Preparation

Based on the survey document (see [Attachment F](#)) and preliminary information provided, prepare supplemental survey instrument(s) for additional comments or materials needed from the agencies under study. (Initial materials provided to the contractor will include the current and previous two fiscal year budgets and financial statements.)

Data collection should include:

1. The total assessed valuation, total population, and total number of current users for each service by the districts. Breakdown of users by city address.
2. Enumeration of the services provided by each district.
3. The level of service standards, service policies or service objectives for each district.
4. The existing and projected demand for services.
5. The approximate cost for provision of each service provided by each district.
6. Any services provided to each district by contract.
7. Programs funded by each district.
8. The major service-related issues facing each district, and potential actions by LAFCo (e.g., SOI changes or initiation of mergers, consolidations, or dissolutions) that could address these issues, if any.

TASK 2 – Supplemental Information Collection and Verification

1. Collect surveys previously distributed to districts by LAFCo.
2. Gather growth projection information from relevant state, regional, subregional, and local agencies, e.g., Association of Bay Area Governments (ABAG), California Department of Finance (DOF).
3. Collect relevant source documents for each district such as applicable statutes, service area maps, master service plans, general plans, and other information relevant to completing MSRs.
4. Contact or meet as necessary with the appropriate representative(s) of each district to ensure that all necessary information has been collected in a consistent format.

5. Enter all information collected in profile format on each district.

TASK 3 – Administrative Draft Service Review

1. Prepare an administrative draft service review report that includes:
 - a. A summary description about each district, including applicable maps (to be provided by LAFCo), tables, and graphs.
 - b. Quantitative information concerning budgets, fees, et cetera.
2. In conjunction with LAFCo staff, distribute the administrative draft service review and summary comparison reports to the districts for review and comment; meet with districts and LAFCo staff to discuss.

TASK 4 – Circulation Draft Service Review

1. Based on the input received on the administrative draft service review reports, prepare a circulation draft service review including all updated information from Task 3 and:
 - a. Recommended written determinations for each of the nine factors in Section 56430.
 - b. Recommendations for SOI update actions, mergers, consolidations or dissolutions, if any, and any other significant observations
2. In conjunction with LAFCo staff, distribute or make available the circulation draft service review to both districts, LAFCo, and the general public
3. Present the circulation draft report at a community workshop for interested agency and public review and comment.

TASK 5 – Final Service Review Report

1. Prepare a final service review report incorporating written and oral comments for consideration by the Commission at a noticed public hearing.
2. Present final service review and sphere update report to the Commission at a noticed public hearing. Based on direction from the Commission and LAFCo Executive Officer and subsequent to the public hearing on the final draft service review report, finalize the service review report for circulation and posting on the LAFCo website.

Attachment E. Equal Benefits Compliance Declaration Form

COUNTY OF SAN MATEO
Equal Benefits Compliance Declaration Form

I. Vendor Identification

Name of Contractor: _____

Contact Person: _____

Address: _____

Phone Number: _____ Email: _____

II. Employees

Does the Contractor have any employees? ☐ Yes ☐ No

Does the Contractor provide benefits to spouses of employees? ☐ Yes ☐ No

► If the answer to one or both of the above is no, please skip to Section IV.

III. Equal Benefits Compliance (Check one)

- ☐ Yes, the Contractor complies by offering equal benefits, as defined by Chapter 293, to its employees with spouses and its employees with domestic partners.
- ☐ Yes, the Contractor complies by offering a cash equivalent payment to eligible employees in lieu of equal benefits.
- ☐ No, the Contractor does not comply.
- ☐ The Contractor is under a collective bargaining agreement which began on or before **July 1, 2001** and expires on _____ (date). (Section 2.93.050)

If this box is checked, attach a complete copy of the collective bargaining agreement relied upon for this exemption.

IV. Declaration

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this _____ day of _____, _____ at _____, _____

Date Month Year City State

Signature

Name (Please print)

Title

Contractor Tax Identification Number

Attachment F. San Mateo LAFCo Municipal Service Review Survey

District name: _____

Date issued: _____

Response requested by: _____

A. AGENCY DESCRIPTION

A-1. **Official name of the City or Special District:**

A-2. **Type of Agency:**

_____ General law city. Skip question A-4

_____ Charter city. Skip question A-4

_____ Independent special district

_____ Dependent special district

If city of county agency, type of service: _____

A-3. **Name of Contact:** The individual who will coordinate your response to the questionnaire and will serve as your liaison with LAFCo for this project:

Name: _____

Title: _____

Address: _____

Phone: _____

Email: _____

Name of Alternate Contact (The individual to contact when the primary contact is unavailable):

Name: _____

Title: _____

Address: _____

Phone: _____

Email: _____

A-4. **Principal Act** (i.e., the statute under which the agency was formed and operates. The answer should identify specific laws or statutory code sections):

A-5. **Date** the agency was created or established:

A-6. **Governing Body:** Describe the method of selecting your governing body. Are elections or appointments at large or by division. When are scheduled regular meetings?

A-7. **Organizational Chart:** Does your agency have an organizational chart?

____ Yes ____ No

If “yes,” enclose a copy of your current organization chart.

A-8. **Employees:** How many employees does your agency have:

Full-time ____

Part-time ____

Seasonal ____

Contract ____

B. SERVICES PROVIDED

B-1. **Types of Services that are Provided by Your City/District:**

Indicate which of the following types of municipal services your agency provides. If you contract with another agency to deliver the service, indicate the name of the provider. Otherwise we assume that your agency is the actual service provider.

In responding, please describe briefly how specific types of services are provided.

Law Enforcement and Public Safety

Police Protection – Patrol and Detectives

Police Protection -Traffic Law Enforcement

Fire Prevention

Fire Suppression

Paramedic or Emergency Medical Response

Search and Rescue

Ambulance or Medical Transport Services

Hospital Services

Mosquito/Vector Control

Other — List and describe any related types of services your agency is providing

Community Services

Land Use Planning and Regulations

Building and Safety Permits and Inspections

Public Parks (active parks)

Public Open Space (passive parks and open space)

Public Recreation Programs

Golf Courses

Zoos

Library Services

Transit (passenger transportation)

Cemeteries/Interments

General Aviation Airports

Marinas and Small Boat Harbors

Other — List and describe any related types of services your agency is providing

Utility Services

Water Conservation

Wholesale Water Supply

Retail Water Delivery

Wastewater Collection

Wastewater Treatment and Disposal

Retail Electrical Distribution

Refuse Collection and Recycling

Refuse Disposal (landfills)

Street and Road Maintenance

Maintenance of Bridges, Culverts, and Appurtenant Facilities

Street Lighting

Drainage and Runoff Facilities

Flood Control

Storm water disposal

Resource and Soil Conservation

Other — List and describe any related types of services your agency is providing

B-2. Contract Service to Other Agencies: Does your agency provide service by contract to other agencies?

____ Yes ____ No

If "yes," identify the client agency(ies), type of service and geographic areas served in this manner.

B-3. Mutual or Automatic Aid Agreements: Do you maintain mutual aid or automatic aid agreements?

____ Yes ____ No

If "yes," identify the client agency(ies), type of service and geographic areas served in this manner.

B-4. Joint Powers Authorities:

List all of the joint powers authorities (JPAs) or joint decision-making efforts, participating agencies, and purpose of each JPA or joint effort:

C. FINANCIAL STATUS

C-1. Agency Budget: Enclose your current and last two most recently adopted budgets

C-2. Rate Schedule: Enclose your current rate schedule.

C-3. Comprehensive Annual Financial Report (CAFR) or Independent Audited Financial Statement:

a.) Does your agency follow the GASB 34 accounting standards?

____ Yes ____ No

b.) Attach the following CAFRs. Indicate the auditing firm for each fiscal year:

Fiscal year ending June 30, 2015

Fiscal year ending June 30, 2014

Fiscal year ending June 30, 2013

C-4. Governing and Benefits Board Compensation

Describe all compensation and benefits for members of the governing body, including any limitations on such payments.

C-5. Capital Improvement Plan (CIP): Does your agency have an adopted CIP?

____ Yes ____ No

If "yes" enclose a copy of the most recent CIP.

Please provide a list of all real property owned by your agency including addresses. For property not occupied by your agency, list the tenant.

C-6. Public Debt:

a.) Does your agency have any outstanding debt?

____ Yes ____ No

If "yes" describe the purpose of the debt, the type of debt and issuing organization, and how the debt is being retired. Enclose the most recent official statement.

b.) If known, what is your agency's bond rating? From which rating agency did you receive the rate, and when was it determined?

C-7. Debt Default: Has your agency ever defaulted on repayment bonds or other debt?

____ Yes ____ No

If "yes", explain the date and circumstances.

C-8. Outstanding Litigation: Has your agency been a party to any legal actions other than employee-related cases in the past five years that affect its financial status? Is there outstanding litigation at this time? If so, please describe.

D. SERVICE AREA

D-1. Customers: Who is considered a "customer" of your agency? How do you track "customers," (i.e., population; dwelling units; households, connections, parcels, etc.)? How many customers are currently receiving service?

D-2. **Customers Outside Boundaries:** Do you serve customers outside of your boundaries? If so, please describe. Do you have interagency agreements to serve specific customers?

D-3. **Anticipated Geographic Expansions:**

a.) Do you feel that your agency's boundary is correct at this time?

____ Yes ____ No

b.) Are there areas that your agency desires or plans to serve that are not now within its boundaries or its sphere of influence?

____ Yes ____ No

If "yes," identify the areas.

c.) Are there areas your agency currently serves that might be served more efficiently by another agency?

____ Yes ____ No

If "yes," identify the areas.

D-4. **New Connection Policies:** Does your agency have policies that give preference to adding new customer connections in locations where the required infrastructure already exists or will become available?

____ Yes ____ No ____ Not applicable

If "yes", explain the connection policies.

E. FUTURE PLANNING

E-1. Agency Goals: How does your agency set and adopt long range goals and objectives?

If your agency has any of the following planning documents, please provide a copy and indicate below what documents are being submitted:

- ☐ Mission Statement enclosed
- ☐ Strategic Plan enclosed
- ☐ Five-year Master Plan, Work Plan, or Goals enclosed
- ☐ Five-year Capital Improvement Plan (CIP)
- ☐ Other Adopted Goals enclosed

E-2. Plans: Of the following documents, which are prepared by or adopted by your agency? Which are prepared by other agencies? Enclose a current copy of plans you prepare:

	<u>Self-prepared</u>	<u>Prepared by Another Entity</u>
General Plan of Land Uses and Land Use Map	<input type="checkbox"/>	<input type="checkbox"/>
Master Plan -Public Facilities	<input type="checkbox"/>	<input type="checkbox"/>
Master Services Plan	<input type="checkbox"/>	<input type="checkbox"/>
Urban Water Management Plan	<input type="checkbox"/>	<input type="checkbox"/>
Watershed Management Plan	<input type="checkbox"/>	<input type="checkbox"/>
Groundwater Management Plan	<input type="checkbox"/>	<input type="checkbox"/>
Other: adopted plans enclosed	<input type="checkbox"/>	<input type="checkbox"/>

E-3. Population and Growth Projections: Do you rely on population or growth projections to plan services or facilities? If so, who provides them?

E4. Service Demand Projections: Does your agency prepare service demand projections for the next 5, 10, and/or 20 years?

____ Yes

____ No

If "yes," how are the service demand projections prepared? Explain how these projections are correlated with the population forecasts.

E-5. Future Challenges and Issues: What regulatory/legislative issues or other challenges do you see confronting your agency in the next 12 months? In the next five years?

F. LEVEL OF SERVICE

F-1. Regulatory, Permitting, and Accrediting Agencies:

a.) List agencies from which you receive permits, licenses or accreditations and for what purposes.

b.) When were your permits, licenses, or accreditations last renewed and how frequently are they reviewed?

c.) Do you prepare or receive annual reports or inspection reports from these agencies? For other agencies? Please explain and provide a copy of the latest reports.

d.) Has your agency been found to be in violation of any State or Federal standards in the past five years that affect its operating status? Are there outstanding violations at this time? If so, please describe.

F-2. Regulatory and Industry Standards:

a.) Are there regulatory standards that apply to the services your agency provides? If so, who defines them, where are they published, and what are they?

b.) Are there industry standards that apply to the services your agency provides? If so, who defines them, are they published and please describe them?

F-3. Productivity and Performance Monitoring:

a.) Does your agency have level of service standards? Who sets the level of service standards, (e.g., professional organizations and permitting agencies)? Please explain.

b.) How does your agency track its workload? Examples might be call volumes, response times, gallons served or treated, number of employees, etc.

c.) How are the efficiency and quality of agency operations evaluated? Who conducts the evaluations? Are the evaluation procedures internal, external, or both?

d.) How do you solicit customer feedback and comments? Do you use customer surveys, etc.?

F-4. Staff Qualifications and Productivity:

a.) What is the ratio of employees to customers served?

b.) What staff licenses and certifications are necessary for operations? How many agency employees hold the required licenses and certifications?

c.) What Safety Plans and Injury and Illness Prevention Plans have been adopted by your agency? Please describe briefly and provide a copy of the adopted plans. What is your agency's safety record for the last five years?

d.) What training has been provided for agency employees during the last two years?

e.) Has your agency conducted any salary surveys during the last five years?

_____ Yes _____ No

If "yes," please provide a copy.

F-5. **Public Outreach:** Describe your agency's efforts to broadcast governing body meetings, disseminate minutes, encourage voter participation and keep constituents/customers apprised of your activities.

F-6. **Distinguished Service (Optional Question):** Describe any awards, honors or other accomplishments of your agency or its personnel within the last five years.

G. SERVICE EFFICIENCY AND COST- SAVING OPPORTUNITIES

G-1. **Cost-saving Opportunities:**

a.) What actions has your agency taken in the last five years to save money, lower expenses or improve services at the same costs? Examples might include competitive bidding; interagency purchasing or other agreements, sharing operational staff and so forth.

b.) What cost saving plans do you have for the future?

G-2. Jurisdictional Reorganizations:

a.) Have partial or complete reorganizations of your agency or consolidations with other agencies been considered or completed during the past 10 years?

____ Yes ____ No

If "yes," describe.

b.) Are there structural reorganizations such as consolidations or reorganizations that your agency thinks should be evaluated in the next few years to benefit recipients of your agency's services or improve the provision of services generally?

____ Yes ____ No

If "yes." describe.

What hurdles or obstacles do you foresee in making such a change?

G-3. Joint Functions: List or describe any joint functions with other agencies that your agency has instituted to improve services or reduce costs. Examples include joint purchasing with similar agencies, common maintenance, sharing staffs and so forth.

G-4. **Joint or Shared Capital Facilities or Services:** Does your agency jointly own or share capital facilities or services with other agencies?

Within San Mateo County _____ Yes _____ No

Outside of San Mateo County _____ Yes _____ No

If “yes,” please describe.

H. ADDITIONAL INFORMATION

Please provide a copy of any other plans, reports or documents that you feel would be useful to LAFCo as it reviews municipal services and sphere of influence issues.

Submitted by: _____
(Print Name) (Signature)

(Date)

Please email this survey Word document to Martha Poyatos, San Mateo LAFCo, mpoyatos@smcgov.org.