

EXECUTIVE OFFICERS REPORT

To The

Local Agency Formation Commission

TO:

Commissioner	ED SNIVELY (Chair)	[Public]	Commissioner	MIKE KELLEY (Vice-Chair)	[Supervisor]
Commissioner	DON CAMPBELL	[City]	Commissioner	RAY CASTILLO	[Supervisor]
Commissioner	VACANT	[City]			
	Alt Commissioner	JACK TERRAZAS		[Supervisor]	
	Alt Commissioner	KAY OURS		[City]	
	Alt Commissioner	VACANT		[Public]	

REPORT DATE: **January 31, 2013**

FROM: Jurg Heuberger, AICP, CEP, Executive Officer

PROJECT: **Shared Services for opportunities & direction**



HEARING DATE: February 28, 2013

TIME: 8:30 AM

AGENDA ITEM NO: 10

HEARING LOCATION: IID Board Room, 1285 Broadway, El Centro, CA
(for directions call 760-353-4115)

RECOMMENDATION(S) BY THE EXECUTIVE OFFICER

(not in order)

- OPTION #1:** Provide direction to the Executive Officer as presented in the report or as amended.
- OPTION #2:** Make a determination that LAFCO should not be involved in local agencies efforts or lack thereof on shared services.
- OPTION # 3:** Other

Project Data:

DATA & FACTS:

Within this section we are simply providing your Commission with an example of costs for Fire and Police protection that each agency has budgeted for 2013. The point of this information is not to say that these are ideal services that could benefit from some form of "shared service agreements", only that there are a number of services that are common to these agencies and these two represent some significant dollars of public funds.

	POLICE	FIRE
CITY OF BRAWLEY	\$5,386,973	\$2,009,542
CITY OF CALEXICO	\$8,028,069	\$4,851,525
CITY OF CALIPATRIA	\$368,541	\$277,375
CITY OF EL CENTRO	\$8,645,726	\$5,746,520
CITY OF HOLTVILLE	\$793,050	\$395,916
CITY OF IMPERIAL	\$2,046,475	\$840,500
CITY OF WESTMORLAND	\$445,830	\$83,411

CEQA:

No CEQA Document is applicable as this is a report and a request for direction on whether or not LAFCO should pursue, encourage, and / or be involved in and to what degree on local agencies efforts to develop a shared service program.

ANALYSIS

I: Background of CHK and LAFCO purpose:

Section 56301 defines the primary purpose of LAFCO:

“Among the purposes of a commission are discouraging urban sprawl, preserving open-space and prime agricultural lands, efficiently providing governmental services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances...”

In part, this report is for the Commission to decide how the Imperial LAFCO can, should or should not address “efficiently providing governmental services”, for which there are many opportunities and avenues, and one of which is the “sharing” or “consolidating” of services that could be more effectively provided under one umbrella.

II: What services do the local agencies have in common, or provide on an individual basis:

The following represents an inventory of services that each agency currently provides or has the legal authority to provide. It should be noted that in some instances there are “contractual” arrangements in place whereby one agency provides a service to another agency. By example we note the County providing police protection under agreement to the City of Holtville, or the County providing fire protection services to the City of Imperial. (There may be others).

Common Services:

- Administrative
- Human Resources
- Legislative functions
- Purchasing
- Construction Administration
- Building Maintenance/Custodial
- Fire
- Police
- Library
- Water
- Sewer
- Information Technology
- Public Works
- Animal Control
- Economic Development
- Planning & Code Enforcement
- Plan Check Services
- Legal
- Parks and Recreation
- Insurance/Retirement
- Vehicle Maintenance/leasing/operations
- NPDES/Storm Water compliance/RWQCB
- Traffic Signal Maintenance

III: Possible barriers to consider for shared service opportunities to be evaluated/implemented :

- A) Political unwillingness/differences
- B) Contractual issues
- C) Union contracts
- D) Public Perception concerns
- E) Insurance issues
- F) Salary issues
- G) Staffing issues
- H) Available resources
- I) Geographic issues
- J) Liability issues

IV: Agencies to consider aside from Cities and County (at least for some services) :

- 1) Special Districts
- 2) School Districts
- 3) Other

V: Common examples of ways to share services:

- A) Sharing equipment and/or facilities
- B) Sharing the delivery of services
- C) Consolidating services and service providers
- D) Forming a new entity to provide a service
- E) Transferring service providers to others
- F) Forming private/public partnerships

VI: Benefits and objectives of shared services:

- a) Avoids redundancy
- b) Improves quality and cost effectiveness of a service delivery
- c) Creates economy of scale
- d) Reduces staffing costs
- e) Promotes cooperation between entities
- f) Gains favor with the public
- g) Structures more cost effective government
- h) Frees up funding for critical government functions.

VII: Direction by the Commission:

The purpose of this report is to evaluate what role, if any, the Imperial LAFCO should play in encouraging the implementation of shared services between the County, the Cities and perhaps Special Districts, including School Districts.

A number of other areas within the state have developed or are developing, either in conjunction with, or through LAFCO or on their own accord, a variety of shared services.

There is no doubt that with the myriad of governmental agencies there is repetition, and opportunities for better and more cost effective methods of providing services. There is also no doubt that the cost of government has its limitations and taxpayers are reluctant to fund more governmental costs.

The question simply put is; "are the local agencies willing to investigate and subsequently implement the sharing of services"? The second question is should LAFCO take the lead to start the discussion and get the parties to the table to investigate opportunities?

If the answer to the second question is "yes", then the Executive Officer will provide, at a future meeting an outline for an approach.