

# LAFCO

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**Santa Barbara Local Agency Formation Commission**

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November 6, 2003 (Agenda)

*(Continued from October 2, 2003)*

Local Agency Formation Commission

105 East Anapamu Street

Santa Barbara CA 93101

## **Extension of Contract for Professional Assistance In Preparing Municipal Service Reviews**

Dear Members of the Commission:

### RECOMMENDATION

It is recommended the Commission authorize an amendment in the contract with Pamela Cosby, P.E., AICP to provide continued technical support in preparing Municipal Service Reviews and Sphere of Influence Updates, in an amount not to exceed \$33,000.

### DISCUSSION

On June 6, 2002 the Commission authorized the staff to contract with Pamela Cosby to provide technical support in preparing the Municipal Service Review work program. The overall cost in the current contract is not to exceed \$18,900.

Ms. Cosby has provided excellent assistance to the Commission, the staff and local agencies who participated on the Technical Task Force, has helped develop the scope of work and schedule and continues to make needed contributions to the MSR/SOI Update program.

An idea that emerged during MSR discussions with local agencies is for the Commission to offer and provide technical assistance, especially to smaller agencies with limited staff resources, in preparing and submitting the detailed information needed for MSRs.

It is recommended that the Commission authorize an amendment to the contract with Ms. Cosby to provide continuing support to the staff and Commission with respect to monitoring and managing the overall schedule to complete MSRs with the legislated time frame, reviewing and analyzing data and materials submitted by local agencies and provide assistance to local agencies, as required.

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This recommendation is offered in light of the legal deadlines to complete MSRs, coupled with the fact the normal Commission workload continues to challenge the staff and create significant demands on its time that will distract attention from the required MSRs.

The amount of the original contract with Ms. Cosby was \$18,900, of which \$2,479 remains unexpended. It is recommended that an additional amount up to \$33,000 be authorized. Funds are budgeted and available in Account 7460 for this expense.

Please contact the LAFCO office if you have any questions.

Sincerely,

**BOB BRAITMAN**  
Executive Officer

cc: Pamela Cosby, P.E., AICP

Bob Braitman  
Executive Officer  
Santa Barbara LAFCO  
105 East Anapamu Street  
Santa Barbara, California 93101

**Subject: Proposal for Consulting Services to  
Prepare Municipal Service Reviews – Phase 2**

Dear Bob:

As you requested, this proposal is for consulting services to assist the Santa Barbara LAFCO as it prepares Municipal Service Reviews for its member agencies. It is also a proposed amendment to the existing consulting services contract dated July 5, 2002.

**Background**

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The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 requires each Local Agency Formation Commission to prepare Municipal Service Reviews (MSRs) for each member agency every five years. The initial service reviews must be completed by January 1, 2006.

As part of the MSR process, California Government Code Section 56430 requires the Commission to make a written statement of determination with respect to each of the following:

1. Infrastructure needs or deficiencies
2. Growth and population projections for the affected area
3. Financing constraints and opportunities
4. Cost avoidance opportunities
5. Opportunities for rate restructuring
6. Opportunities for shared facilities
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers
8. Evaluation of management efficiencies
9. Local accountability and governance

Further guidance on the MSR process is provided in the *Local Agency Formation Commission Municipal Review Guidelines* that were finalized by the Governor's Office of Planning and Research in August 2003.

During the last year, Pam Cosby has worked together with the Santa Barbara County LAFCO staff, the Municipal Service Review (MSR) Task Force and the Commission to develop Santa Barbara County's MSR program. Major tasks completed include: a series of MSR Task Force workshops, the Municipal Service Review Work Plan and Schedule, and the Request For Information (RFI) Questionnaire that will be completed by each agency during the MSR process. These tasks were completed within the existing budget for the initial contract.

Currently Santa Barbara LAFCO is beginning Phase II of the MSR Program, which is to prepare MSRs for the member agencies. This proposal is for Pamela Gene Cosby, P.E., AICP, to provide consulting support to the Santa Barbara LAFCO staff during Phase II, preparation of the required MSRs. The detailed scope of work is described below:

### **Scope of Work**

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To facilitate the municipal service review process, the MSRs will be grouped into the following geographic areas and services:

- ◆ Lompoc Area
- ◆ Santa Maria Valley
- ◆ Santa Barbara/Goleta Valley
- ◆ Eastern South Coast
- ◆ Santa Ynez Valley
- ◆ Cuyama Valley
- ◆ Libraries
- ◆ Cemeteries
- ◆ Miscellaneous Agencies (Cachuma Resource Conservation District, Santa Barbara County Water Agency, Santa Barbara Flood Control and Water Conservation District, and Vector Control)

Phase II will cover the Lompoc Area and Santa Maria Valley MSRs. MSRs for other areas will be included in future phases.

LAFCO member agencies have indicated that they would like to assemble as much of the needed information themselves in order to minimize the cost for LAFCO staff and the Consultant to prepare the MSRs. Consequently, it is difficult to exactly define the scope of work and level of effort for the MSRs. In addition, LAFCO staff and the Consultant may need to adjust their relative split of responsibilities during the project in response to LAFCO workloads, LAFCO budget limitations, identified technical issues that require significantly more or less research than anticipated, and the levels of assistance and cooperation that the LAFCO member agencies provide. Consequently, the scope of work described below is tentative and may need to be

revised during the project. For the purposes of this proposal, it has been assumed that Pam Cosby (the Consultant) will work under the direction of the LAFCO Executive Officer to perform the tasks described below.

**Task 1: MSR Master Schedule and Project Management (PM)**

Consultant will prepare and provide monthly updates to a MSR Master Schedule in MS Project. The schedule will set milestones for initiating and completing the individual MSRs. In addition, Ms. Cosby will use MS Project to track progress and expenditures on the MSRs and suggest actions as necessary to ensure that the initial MSRs are all completed by the January 1, 2006 deadline.

**Task 2: Initiate MSRs**

The Consultant will suggest modifications to the RFI that may help focus on issues unique to each geographic area.

Consultant will attend the kick off meeting with agency representatives to explain the MSR process and answer questions about the Santa Barbara LAFCO MSR process.

(Note: The kickoff meeting has already been completed for the Lompoc Area MSR, so the budget only provides funds for Task 2 of the Santa Maria Valley MSR.)

**Task 3: RFI Completion and Data Collection and Review**

Upon request, Consultant will be available, up to 12 hours per MSR area, to assist agencies with questions or do research necessary to complete their RFI responses.

Consultant will review each agency's completed RFI for completeness and to be sure that responses from different agencies are consistent so comparisons can be made.

Consultant will provide technical coordination with the Santa Barbara County Association of Governments, Santa Barbara County Assessor's office and, possibly, the Commission's GIS mapping consultant regarding the agency-specific 10- and 20-year population forecasts and boundary maps.

Consultant will conduct additional research, as needed up to 16 hours per MSR area, in addition to information provided in the RFIs.

Together with LAFCO staff, Consultant will analyze the issues identified and data collected from all sources for each MSR area. Analysis will focus on the 9 written determinations

required to MSRs and described in the Final *Local Agency Formation Commission Municipal Service Review Guidelines* (August 2003, OPR) and the adopted Santa Barbara LAFCO MSR Work Plan.

**Task 4: Prepare Administrative Draft Municipal Service Review Report**

Once the key issues and determinations are identified in Task 3, Consultant and LAFCO staff will outline the MSR report and identify which sections of the report each will prepare. Consultant will provide an electronic copy in MS Word to LAFCO staff, who will prepare the camera ready copy for reproduction.

For each of the 9 written determination areas, the report will summarize key issues, the data collected, the analysis, and significant findings. The findings will include, if applicable, recommendations to consider for improving the level of service, reducing costs or otherwise improving agency management. Also included will be agencies and persons contacted, references, and maps depicting the existing agency service boundaries and spheres of influence.

**Task 5: Agency Review of Administrative Draft MSR Report**

During the Agency review period for the Administrative Draft MSR Report, the Consultant spend up to 16 hours to attend one or more group review sessions set up by LAFCO staff, answer agency questions or discuss reviewers' recommended changes or corrections.

**Task 6: Prepare Draft MSR Report**

Based on agency review comments, Consultant and LAFCO staff will prepare the Draft MSR Report. LAFCO staff will reproduce the report and distribute it for public review.

**Task 7: Public Review Period**

Consultant will have up to 12 hours to prepare for and assist the LAFCO staff with a public presentation to the LAFCO Commission on the Draft MSR Report at a public meeting. Any remaining time could be used to answer public questions directly.

**Task 8: Prepare Final Municipal Service Review Reports**

After the public presentation to LAFCO, the Consultant have up to 12 hours to revise the Draft Municipal Service Review Report in accordance with public and LAFCO Commission comments and prepare the final report. Consultant will provide an electronic copy of her report

sections to LAFCO staff, who will assemble the final electronic copy, prepare the camera-ready copy, and reproduce and distribute the Final MSR Report for each geographic area.

### **Services To Be Provided By LAFCO Staff**

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LAFCO staff will provide copies of background regulations and reports, provide public notice and make room arrangements for the Task Force and LAFCO review sessions, prepare summaries of Task Force discussions, and prepare and distribute copies of the draft and final Municipal Service Review Procedures and accompanying memorandum.

- 1. Meeting Arrangements.** LAFCO staff will make arrangements for and chair MSR-related group meetings such as MSR kickoff meetings and group meetings to collect agency comments on the Administrative Draft MSRs.
- 2. Public Notices.** LAFCO will publish and post public notices as required.
- 3. Publications and Reproduction.** LAFCO staff will prepare report for publication and reproduce and distribute copies of meeting notifications, the RFI, draft and final reports and other materials sent to participating agencies and interested parties. Online copies will also be made available for the RFI and the Draft and Final MSR Reports.
- 4. Data Analysis and Issue Identification.** LAFCO staff will work with Consultant to review collected data as well as identify and analyze key issues and findings based on the RFI responses and their familiarity with challenges for each agency and known potential future development.
- 5. Population Forecasts and Mapping.** LAFCO staff will make necessary contract agreements and administrative arrangements for agency-specific 10- and 20-year population forecasts and boundary maps. Assistance is expected from the Santa Barbara County Association of Governments, Santa Barbara County Assessor's office and, possibly, the Commission's GIS mapping consultant.
- 6. Point of Contact.** LAFCO staff will serve as primary point of contact for member agencies and the public during the MSR process. LAFCO will take primary responsibility for contacting agencies that are slow to return their RFI responses, Administrative Draft and Draft Report responses or provide other information. Consultant will contact agencies as needed to collect data, answer technical questions, or otherwise complete her tasks for the project.

- 7. Report Preparation.** LAFCO staff will prepare approximately one third of the draft and final reports. The final writing assignments for Consultant and LAFCO staff will be identified during Task 4 as issues are identified for each agency and MSR geographic area.

**Proposed Schedule**

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The first Technical Task Force meeting will be held as soon as practicable after receiving the Notice to Proceed. Subsequent meetings will be held at approximately three-week intervals so that the draft Municipal Review Process can be completed within three months after the first Technical Working Committee meeting. After the public presentation to the LAFCO and once LAFCO provides its written comments on the draft Municipal Service Review Process, the final Municipal Service Review Process and accompanying memorandum will be provided within three weeks.

**Compensation**

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Compensation for this project will be on a time and materials basis. Progress billings will be submitted by the Consultant and paid by LAFCO on a monthly basis. The total additional fee for Phase II will not exceed \$19,900 without written authorization. This will increase the amended total contract fee to \$38,800. An estimated breakdown of the personnel hours and costs is shown in the attached Exhibit A.

Thank you for this opportunity to continuing to serve the Santa Barbara County LAFCO as it completes the Municipal Service Reviews. Please give me a call if you have any questions regarding this proposal or need additional information.

Sincerely,

Pamela Gene Cosby, P.E., AICP