


LOCAL AGENCY FORMATION COMMISSION FOR SAN BERNARDINO COUNTY

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DATE: FEBRUARY 13, 2019 
FROM: SAMUEL MARTINEZ, Executive Officer
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TO: LOCAL AGENCY FORMATION COMMISSION

SUBJECT: Agenda Item #12: Report on Strategic Planning Workshop of
January 22, 2019

RECOMMENDATION:

Staff recommends that the Commission take the following actions:

1. Review the draft Vision Statement, and provide suggestions or an alternative statement;
2. Direct staff to review the Commission's Policy and Procedure Manual for removal, inclusion, and updating and return with recommendations for Commission consideration;
3. Direct staff to formulate open space and agricultural preservation policies and return to the Commission with draft policies for consideration and possible adoption; and,
4. Receive and File the report.

BACKGROUND:

The Commission held its first strategic planning workshop since 2010 on January 22. Bill Chiat from the Alta Mesa Group guided the workshop, and presented the following discussion topics:

- LAFCO Primer
- Progress and Accomplishments of San Bernardino LAFCO
- How Does San Bernardino LAFCO Want to be Known?
- It's 2023, Ideally What has LAFCO Accomplished?
- Commission Strategies

- Commission 18 Month Objectives
- Commission's Practice of Governance
- Reflections on the Workshop

The Commission reviewed some of its role and responsibilities, including a reflection on some of its previous accomplishments. It then examined its purpose and contributions to the community as well as a discussion on some of its desired outcomes in the future, including strategies for the next few years.

ITEMS FOR IMMEDIATE REVIEW:

As an outgrowth of the workshop, the Commission directed staff to return with a response for the following three items. Note that the only actions recommended today are for staff to return at a subsequent hearing to formalize these items.

1. Review and Consider a Vision Statement

The following vision statement was suggested by Commissioner McCallon, with modifications made by staff (additions in underline and deletions in strikethrough):

To be ~~San Bernardino LAFCO~~ is the guardian of the public interest to ensure that our local public municipalities and special districts ~~agencies~~ are providing efficient, and cost effective public services, ~~so as~~ in order to maintain or improve our citizens' quality of life.

Staff's position is that it would be prudent for the Commission to consider its Vision Statement in conjunction with its Mission Statement.

Staff Recommendation

Staff recommends that the Commission review the draft Vision Statement above, and provide suggestions or an alternative statement. Staff will then return at a subsequent hearing with a Vision statement and the current Mission policy for discussion.

2. Review of the Commission's Policy and Procedure Manual

At the June 2012 hearing, the Commission's Policy and Procedure Manual was reorganized and updated. A part of the Commission's action directed that an annual review of the Manual be undertaken in August or September of every year to ensure that the document remains current and relevant. The annual update for 2015 was comprehensive and included a restructuring of the manual with non-substantive changes, resulting in uniformity throughout the Manual.

At the January workshop, the Commission asked that staff review all of its policies and identified policies that may be outdated or some that may need to be modified. The

Commission also directed staff to review other LAFCOs to identify and determine best practices related to policies.

Staff Recommendation

Staff recommends that the Commission direct staff to review its Policy and Procedure Manual for removal, inclusion, and updating and return with recommendations for Commission consideration.

3. Review and Consider Adoption of Open Space and Agricultural Preservation Policies

Due to the county's unique natural resources, the Commission directed staff to return with a discussion on adopting open space and agricultural preservation policies. The two most recent service reviews, Countywide Water in 2017 and Countywide Wastewater in 2018, included mapping and discussions on agricultural lands and Williamson Act contracts. Staff can expand upon this initial review. In addition, staff will also incorporate policies related to preservation of the county's significant mineral resources, including those used for mining as well as aggregate production.

Staff Recommendation

Direct staff to formulate open space and agricultural preservation policies and return to the Commission with draft policies for consideration and possible adoption.

REVIEW OF ADDITIONAL DISCUSSION ITEMS:

The following are items that were discussed at the workshop but do not require any follow-up response from staff, other than noted below.

4. Service Reviews

The Commission directed that distribution of the draft and final versions of future service reviews include city council and district board members.

The service currently underway is for fire/emergency medical/ambulance/dispatch. The Commission reiterated its desire to include discussions regarding: duplication of services, financial ability, unfunded pension liability, accountability of the elected body, and impacts from the County Fire FP-5 expansion. All these will be included in the upcoming Countywide Service Review for Fire, which will include a review of all recent fire reorganizations.

The Commission also affirmed the order for the remaining countywide service reviews to be: healthcare districts, solid waste, streetlighting, park and recreation, and roads.

5. Healthcare Districts

During the discussion on service reviews, the Commission was unaware of the number of healthcare districts, their roles in the county, and the extent of the state's recent focus on healthcare districts. Staff stated that a countywide service review for healthcare districts would be the next service review (see Item 4 above).

6. Unfunded Pension Liability

During the discussion on service reviews, the Commission expressed its interest in having a session on Net Pension Liability as a part of the FY 2019-20 Governance Training program. Staff will inquire with the training entities if such a course can be provided and provide the Commission with an update as a part of the FY 2019-20 budget.

7. LAFCO Outreach and Coordination

The Commission expressed its desire that the Executive Officer further his outreach and messaging to the public and other agencies. Specifically, the Commission identified its desire for:

- Educate local legislators about LAFCO.
- Better coordination with public agencies including school districts.
- Notices that are more explainable, less verbose, yet convey a clear message. Also, the notices should have a brief explanation about LAFCO or a dedicated link to the brief LAFCO explanation.
- Continuation of LAFCO staff participation in CALAFCO and Southern Region LAFCOs.

8. Staff's Values

Following a discussion on the Commission's values, the workshop moderator and the Commission asked what are staff's core values. Staff's collective response is: integrity, ownership in the work process, excellence in work, innovation in work product, and an environment that enables and fosters ideas that promote efficient and effective local services. Additionally, staff values its role and contribution in local and state governance, to include CALAFCO and its Legislative Committee.

CONCLUSION

This was the first workshop since 2010 where the Commission discussed its vision, mission, purpose, enabling statute, current workflow, and future direction.

As an outgrowth from the workshop, staff recommends that the Commission:

- Review the draft Vision statement, and provide suggestions or an alternative statement;
- Direct staff to review the Policy and Procedure Manual for removal, inclusion, and updating and return with recommendations for Commission consideration; and,
- Provide additional direction to staff on proposed open space and agricultural preservation policies, and direct staff to return with draft policies.

Finally, the Commission can also provide direction to staff that may not have been addressed at the workshop.

SM/MT