



March 13, 2019

7

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General Public

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ALTERNATE  
**JAMES FISLER**  
Director  
Mesa Water District

ALTERNATE  
**LOU PENROSE**  
Representative of  
General Public

ALTERNATE  
**MICHELLE STEEL**  
Supervisor  
2<sup>nd</sup> District

**CAROLYN EMERY**  
Executive Officer

**TO:** Local Agency Formation Commission

**FROM:** Executive Officer

**SUBJECT:** 2019 Strategic Planning Workshop

### Background

On March 13, 2019, the Commission will conduct its 23<sup>rd</sup> Strategic Planning Workshop. The annual workshop is an opportunity for the Commission to discuss the OC LAFCO mission, reflect on the agency's past year accomplishments and to plan for challenges on the horizon and identify opportunities. This year's Strategic Planning Workshop will be facilitated by William ("Bill") Chiat of the Alta Mesa Group. The workshop agenda and Mr. Chiat's biography are attached to this staff report.

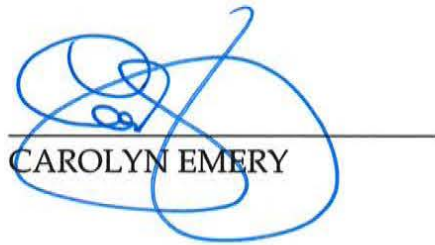
The Strategic Planning Workshop will serve as the foundation for the development of an agency strategic plan and annual work plan to be considered at a future Commission meeting.

### 4<sup>th</sup> Cycle of Sphere of Influence (SOI) Reviews & Updates and Municipal Service Reviews (MSRs)

In 2018, the agency began the process for the fourth cycle of SOI and MSR reviews and updates. Since receiving this state mandate in 2000, the Commission has valued the input from Orange County cities, special districts, the public and other service providers and interested parties. As part of this effort, the Commission discussed the stakeholder input and developed a proposed timeline for the preparation of MSRs for 34 cities and 34 special districts and reviews of the respective agency SOIs for the fourth cycle (Attachment C).

During the 2019 Strategic Planning Workshop, the Commission and staff will further discuss this project as part of the Commission's future priorities and identify strategies for completing this project, as well as desired outcomes.

Respectfully submitted,



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CAROLYN EMERY

**Attachments:**

- A. *2019 Strategic Planning Workshop Agenda*
- B. *Biography of William Chiat*
- C. *Proposed 2018-2022 SOI/MSR Timeline*

ORANGE COUNTY LOCAL AGENCY FORMATION COMMISSION

# Commission Strategy Workshop



## AGENDA

Wednesday, 13 March 2019 • Orange County Transportation Authority, 550 South Main Street, Orange, CA

8:15 **Call to Order** by Chair  
Public Comment  
Introduction to workshop by Chair and Executive Officer

Times are  
approximate

8:25 Commissionbuilding: **Quotable Quotes**  
Exercise to build relationships amongst Commissioners

Assessment: **Progress and Accomplishments of LAFCo**  
Setting context by reflecting on successes, changes and accomplishments over last year

9:00 Discussion: **How Does Orange LAFCo Want to be Known – Its Public Value?**  
Examine LAFCo's purpose for the people of Orange County; its contributions to the community

9:45 Break

10:00 Future Focus: **Challenges and Opportunities for Orange LAFCo**  
Discussion on a shared vision and desired outcomes – looking towards 2023

Moving Forward: **Commission Strategies**  
Identify vital strategies for LAFCo focus in next 3-4 years –the public value of Orange LAFCo

11:00 Discussion: **Achievement of Strategies**  
Examine Commission and staff expectations of each other

11:45 Short-Term: **LAFCo 18 Month Priorities**  
Consider key priorities and desired outcomes for next 18 months

Noon Lunch

12:30 Continued: **LAFCo 18 Month Priorities**  
Examines key priorities and desired outcomes for next 18 months

**Reflections on the Workshop**

1:00 Adjourn





## **WILLIAM “Bill” CHIAT**

Bill Chiat is Dean of the California State Association of Counties Institute for Excellence in County Government and President of Alta Mesa Group, LLC. His expertise spans over 40 years in local and state governments. He served as County Executive Officer of Napa County and Director of Organizational Effectiveness in Santa Barbara County. Bill held executive positions in city and special district governments, including several regional agencies and joint power authorities. At the state level, he served as Executive Director of the Arizona Governor’s Office for Excellence in Government and led the state’s executive education program, and as executive director of the California Association of Local Agency Formation Commissions.



Bill provides organizational development, executive development and facilitation services with local governments throughout the West, and is a Lecturer in the University of California-Berkeley Goldman School of Public Policy executive programs.

Bill has a B.S. from the University of Minnesota, a M.S. from the University of Michigan and is a graduate of the Senior Executives in State and Local Government Program from the Kennedy School of Government at Harvard University. He has research and taught a wide range of courses in public agency leadership, organizational structure, governance and operations.

He can be reached at [bill@altamesagroup.com](mailto:bill@altamesagroup.com) or [bchiat@counties.org](mailto:bchiat@counties.org).

### **Leadership – Agility – Resourcefulness**

*Bill Chiat works to expand leadership capacity and capabilities of those in public service so they may better serve their communities and advance their vision and agency goals.*

PROPOSED TIMELINE FOR 4 <sup>TH</sup> CYCLE – SOIs and MSRs				
MSR Region	Areas of Interest Identified by Stakeholders	Cities	Special Districts	Proposed Timeline
Southeast	<ul style="list-style-type: none"> <li>■ Public Works               <ol style="list-style-type: none"> <li>1. Location and condition of public infrastructure</li> </ol> </li> <li>■ Police               <ol style="list-style-type: none"> <li>1. Fiscal sustainability of increasing costs of contracts with County Sheriff</li> <li>2. Impacts of and ability to maintain related pension costs</li> </ol> </li> <li>■ Water               <ol style="list-style-type: none"> <li>1. Water quality involving low flow run-off issues</li> <li>2. Assistance for agencies from treatment agencies on flow diversion and low flow funding mechanisms</li> <li>3. Water rate structures and conservation</li> </ol> </li> </ul>	Lake Forest Mission Viejo Rancho Santa Margarita San Clemente San Juan Capistrano	El Toro WD Irvine Ranch WD Moulton Niguel WD Santa Margarita WD Trabuco Canyon WD South Orange County Wastewater Authority (JPA)	2019-20
Southwest	<ul style="list-style-type: none"> <li>■ Public Works</li> <li>■ Water               <ol style="list-style-type: none"> <li>1. Agency collaboration on urban water run-off and water treatment.</li> <li>2. Collaboration between water districts and cities</li> <li>3. Impacts of water conservation</li> <li>4. Water reliability</li> <li>5. Possible opportunities for consolidation of districts</li> </ol> </li> </ul>	Aliso Viejo Dana Point Laguna Beach Laguna Hills Laguna Niguel Laguna Woods	Capistrano Bay CSD Emerald Bay CSD El Toro WD Laguna Beach County WD Moulton Niguel WD South Coast WD Three Arch Bay CSD South Orange County Wastewater Authority (JPA)	2019-20



PROPOSED TIMELINE FOR 4 <sup>TH</sup> CYCLE – SOIs and MSRS				
MSR Region	Areas of Interest Identified by Stakeholders	Cities	Special Districts	Proposed Timeline
Central	<ul style="list-style-type: none"> <li>■ Police</li> <li>■ Public Works               <ol style="list-style-type: none"> <li>1. Affordable housing</li> <li>2. Lack of alignment regarding Infrastructure limitations and legislative mandates on affordable and regular housing</li> <li>3. Population growth demands on existing infrastructure</li> <li>4. Accessory dwellings' impact on service delivery</li> </ol> </li> </ul>	Anaheim Irvine Orange Santa Ana Tustin Villa Park	East Orange County WD Irvine Ranch WD Serrano WD Silverado- Modjeska Park & Rec. District	2020-21
West	<ul style="list-style-type: none"> <li>■ Public Safety (Police and Fire)               <ol style="list-style-type: none"> <li>1. Utilization of shared service models to decrease costs of services and maximize delivery efficiency</li> <li>2. Shared services database for areas that include: detectives, SWAT, traffic enforcement</li> <li>3. Fiscal sustainability</li> <li>4. Political pressures</li> <li>5. Internal and external demands to maintain level of services with increasing costs</li> <li>6. Maintaining related pension costs</li> <li>7. Providing the most efficient and cost-effective services to residents</li> </ol> </li> <li>■ Parks and Recreation               <ol style="list-style-type: none"> <li>1. Fiscal sustainability of maintenance of facilities and programs with scarce resources</li> </ol> </li> </ul>	Cypress Buena Park Garden Grove Fountain Valley La Palma Stanton Westminster	Buena Park LD Cypress Park & Rec. District Garden Grove SD Midway SD	2020-21

PROPOSED TIMELINE FOR 4 <sup>TH</sup> CYCLE – SOIs and MSRS				
MSR Region	Areas of Interest Identified by Stakeholders	Cities	Special Districts	Proposed Timeline
West (cont'd)	<ul style="list-style-type: none"> <li>■ Public Works               <ol style="list-style-type: none"> <li>1. Achieving economies of scale</li> <li>2. Shared services database that includes: operational and staffing costs; population growth impacts on infrastructure and land use</li> </ol> </li> </ul>	Cypress Buena Park Garden Grove Fountain Valley La Palma Stanton Westminster	Buena Park LD Cypress Park & Rec. District Garden Grove SD Midway SD	2020-21
North	<ul style="list-style-type: none"> <li>■ Fire and Emergency Response               <ol style="list-style-type: none"> <li>1. Integration of fire and water services for more effective response during emergency and disaster events</li> <li>2. Consolidation of internal services (i.e. procurement, HR, training)</li> <li>3. Regionalization of service delivery involving medical calls and reduction in costs</li> <li>4. Maintaining of adequate fire suppression</li> </ol> </li> <li>■ Police               <ol style="list-style-type: none"> <li>1. Consolidation of specialty services that may include: CSI, dispatch, commercial and traffic enforcement</li> <li>2. External issues involving consolidation of departments</li> </ol> </li> <li>■ Shared Services               <ol style="list-style-type: none"> <li>1. Maximizing of funding opportunities supported by County for unincorporated islands</li> <li>2. Shared service models to increase funding for additional services that may include: IT, purchasing, training, HR, class comps</li> <li>3. Development of shared services system for areas such as: landscape and fleet maintenance</li> </ol> </li> </ul>	Brea Fullerton La Habra Placentia Yorba Linda	Placentia LD Yorba Linda WD	2021-22



# ATTACHMENT C

PROPOSED TIMELINE FOR 4 <sup>TH</sup> CYCLE – SOIs and MSRS				
MSR Region	Areas of Interest Identified by Stakeholders	Cities	Special Districts	Proposed Timeline
Coastal	<ul style="list-style-type: none"> <li>■ Public Works               <ol style="list-style-type: none"> <li>1. Public outreach for better understanding of the financing of infrastructure</li> <li>2. Correlation of level and cost of services</li> <li>3. Economies of scale and potential shared services system for areas such as: fleet tree trimming, and purchasing</li> </ol> </li> <li>■ Solid Waste               <ol style="list-style-type: none"> <li>1. Impacts of having fewer haulers on competitive bidding and rates</li> </ol> </li> <li>■ Parks and Recreation</li> <li>■ Police               <ol style="list-style-type: none"> <li>1. Impediments involving consolidation of agencies</li> </ol> </li> </ul>	Costa Mesa Huntington Beach Los Alamitos Newport Beach Seal Beach	Costa Mesa SD Irvine Ranch WD Mesa WD Rossmoor CSD Rossmoor/Los Alamitos SD Sunset Beach SD Surfside Colony CSD Surfside Colony SWSD	2021-22



## ATTACHMENT C

MSR Region	Areas of Interest Identified by Stakeholders	Proposed Timeline <sup>1</sup>
County Service Area Nos. 13, 22, and 26	<ul style="list-style-type: none"> <li>a. Overlap in service boundary for some CSAs with cities and duplication of services</li> <li>b. Potential for change of organization or reorganization with adjacent city</li> </ul>	2019-20
Municipal Water District of OC	<ul style="list-style-type: none"> <li>a. Potential opportunities to collaborate with agencies involving cost effectiveness for water supply programs and projects</li> </ul>	2019-20
Orange County Cemetery District	<ul style="list-style-type: none"> <li>a. Infrastructure: land acquisition to accommodate growth after 2030</li> <li>b. Public Works: Planning, development, utility services and access issues related to new cemetery location</li> </ul>	2019-20
Orange County Sanitation District	TO BE PROVIDED BY THE DISTRICT	2020-21
Orange County Vector Control District	<ul style="list-style-type: none"> <li>a. Public Works: mosquito breeding and conveyance systems</li> <li>b. Parks and Recreation: mosquito breeding and lack of grounds maintenance</li> </ul>	2021-22
Orange County Water District	<ul style="list-style-type: none"> <li>a. Water: recycled water efforts, addressing the drought and water conservation</li> <li>b. Use of MSRs as tool/resource to update on services provided by the district</li> </ul>	2021-22

<sup>1</sup> Proposed timeline published in June 13, 2018 Proposed Work Plan Staff Report. Some dates have been updated to align with the approval of the work plan on November 14, 2018.