

Appendix F - Service Review Questionnaire Template

As required by law, all municipal services in Alameda County are reviewed as part of SOI updates at least once every five years. As part of the service review process, the following information, as detailed in the attached Tables 1 – 10, must be provided by affected service providers. Whenever a change of organization or reorganization is requested, the affected service provider will be asked to reaffirm or update information previously reviewed by LAFCo.

The Executive Officer is available to meet with agency staff to explain the process and explain which items, if any, may not be applicable. If a substantial SOI amendment or SOI update is included in a proposal, a service review is necessary prior to proposal processing.

Please type answers to the following items onto the forms labeled Tables 1-10. ¹ If the requested item is a document or several pages, please attach the item, or include in the response package and note the Table and item number on the attachment. Please use the space provided on this form to note that an item is attached, and cite page references if applicable

¹ The table is available in Word upon request.

TABLE 1 - General Information	Answers and Comments
1. Agency Name	
2. Principal Act and applicable Code Sections	
3. Agency Mission/Objective	
4. Provide excerpts from General Plans, community plans, environmental impact reports, SOIs, urban water management plans, watershed management plans, or other documents that include technical evaluations of the service provider. (Please cite page numbers)	
5. Provide 1 copy of most recent master services plan or planning document.	
6. Provide metes and bounds legal description of the agency boundary, if LAFCo does not have one.	
7. Provide agency maps including (1) A reproducible map with agency's boundary indicated; (2) A map indicating parcel boundaries (GIS maps may be available from land use jurisdiction); and (3) A vicinity or regional map with agency's boundary, major landmarks, freeways or highways, and adjacent or overlapping service provider boundaries (More than one map may need to be prepared to show all needed data).	
8. Provide applicable excerpts from regional transportation, water, air quality, fair share housing allocation, airport land use, open space or agricultural plans or policies, or other environmental polices or programs.	
9. Provide applicable General Plan land use maps.	
10. Provide applicable community or specific plan area maps.	
11. Provide maps indicating existing land use within city or district boundaries and on adjacent properties.	
12. Provide copies of permits required to operate facilities.	
13. Number of acres or square miles included in city or special district boundaries.	

TABLE 1 - General Information	Answers and Comments
14. Type of sphere of influence or sphere boundaries.	
15. Per capita assessed valuation for project site? In district or city?	
16. Population in project area? In district or city?	
17. The number of people, households, parcels, entities, or other unit currently receiving services.	
18. Does the district have any service contracts? Explain.	
19. Projected growth in service demand in 1 yr? 5yrs? 10 yrs?	
20. Proximity to other populated areas.	
21. Populated areas that the agency desires or plans to serve.	
22. Special communities of interest or neighborhoods affected by/receiving by service.	
To be completed for service review only:	
23. Are regional agencies providing support as needed?	
24. What best practices does your agency implement that should be shared with LAFCo and/or other service providers?	
25. To your knowledge, what professional organizations (i.e. League of Cities, Government Finance Officers Association) offer special achievement or Best Practices awards related to your service?	
26. To your knowledge, what professional organizations set or recommend standards related to your service?	

TABLE 2 - Local accountability & governance	Answers and comments	Circle One	
1. Official Agency Name			
2. Governing Body			
3. Method of selection			
4. Representation (Area wide, district, other)			
5. Frequency/Time of noticed meetings			
6. Customer feedback system?		Yes	No
7. Days/Hours of Operation			
8. Brown Act compliance?		Yes	No
9. Regular newsletters, bill inserts, website?		Yes	No
10. Media invited to meetings, regular media coverage?		Yes	No
11. Meetings aired on cable TV?		Yes	No
12. Annual progress or status reports?		Yes	No
13. Published budget?		Yes	No
14. Budget consistent with state law?		Yes	No
15. Budget understandable to public?		Yes	No
16. Public budget hearings?		Yes	No

TABLE 2 - Local accountability & governance	Answers and comments	Circle One	
17. Budgets or CIPs submitted to state or county as required?		Yes	No
18. Date of last financial audit. By whom?			
19. Personnel policies?		Yes	No
20. Paid staff?		Yes	No
21. Are elections publicized?		Yes	No
22. % voter turnout and contested elections last 3 elections?			
23. Agency providing all service/s for which it was formed?		Yes	No
24. All customers receive service upon request?		Yes	No

TABLE 3 Management Efficiencies	Answers and Comments	Circle One	
1. Agency Name			
2. How many employees does the agency have?			
3. Are any positions unionized? Explain.			
4. Provide current organizational chart if available.			
5. Does agency have a mission statement, published goals and objectives or a strategic plan? (Attach if not part of other planning document)		Yes	No
6. Has agency planned for and is it able to provide service over the long term? (Attach approved plan if not part of planning document.)		Yes	No

TABLE 3 Management Efficiencies	Answers and Comments	Circle One	
7. Does agency provide employee safety, continuing education or other training opportunities?		Yes	No
8. Are required staffing levels maintained as needed to provide adequate service levels?		Yes	No
9. Other than the governing board, is the district privately managed and operated?		Yes	No
10. Are operations regularly evaluated?		Yes	No
11. What is the extent of computerization?			
12. How are the customers billed if applicable?			
13. Is there a system for receiving feedback on services?		Yes	No
14. Provide copies of the adopted budget from the current, projected, if available, and the last 2 fiscal years in a format comparable to that used to provide data to State Controller.	<i>Refer to Exhibit 10 for a Budget Format for this item.</i>		
15. What are the revenue sources available to the district (local, state, user fees, property taxes, interest earnings, connection fees, redevelopment fees, grants, other)?			
16. Describe the amounts and types of budgeted reserves carried by the agency.			
17. Is there an adopted plan for utilization of designated reserves?		Yes	No
18. Is there an asset disposition plan?		Yes	No

TABLE 3 Management Efficiencies	Answers and Comments	Circle One	
19. What is the ratio of undesignated/contingency/emergency reserves to annual gross revenue?			
20. Identify significant assets, liabilities and debts including potential liabilities such as accrued employee benefits, pending litigation, capital improvement commitments, outstanding contracts.			
21. Does agency own surplus property?		Yes	No
22. What is agency's AB 8 share, if any, and Gann limit?			
23. List regional policies or programs (transportation, water quality, water, air quality, housing, environmental justice, airport land use, open space, agricultural, or other environmental) affecting the service under consideration.			
24. Are practices consistent/ integrated with those plans?		Yes	No
25. List joint powers authorities or joint decision-making efforts in which district participates, and any savings (i.e. insurance, legal costs) obtained through the partnerships.			
26. Does service provider obtain necessary operating permits and comply with legislated processes?		Yes	No
27. Does agency meet or exceed industry standards?		Yes	No
28. What is agency's bond rating if applicable?			
29. Does agency have safety/environmental permit violations?		Yes	No

TABLE 3 Management Efficiencies	Answers and Comments	Circle One	
30. Is agency the subject of investigations, government inquiries, or litigation?		Yes	No

Exhibit 1 – Budget Information	\$ Yr 1	\$ Yr 2	\$ Current	\$ Projected	% Budget	% Annual Revenue
Gross Revenue						
Property tax allocation						
Other revenue sources and amounts such as service charges, contracts, interest earnings, restrictions, connection fees, redevelopment fees, available fund balance. (add rows for each revenue type)						
Expenditures						
Salary/employee benefits						
Service and supplies						
Other Charges						
Fixed Assets						
Contingency						
Reserve Utilization						
Encumbrances						
Other						
Capital Improvement						
Worker's Comp Mandate						
Financing/Other						
Other information						
Assets (capital, equipment, facilities, land, other)						
Liabilities (capital, accrued benefits, pending litigation, other)						

TABLE 4 - Growth & Population Projections for Affected Area	Answers and Comments	Circle One	
1. Agency Name			
2. Up-to-date population, population density, land use types and existing and projected land use patterns from the State Departments of Finance and Conservation, Councils of Governments, and regional planning agencies.			
3. Provide excerpts from city and county general plans pertaining to existing and projected growth patterns and population projections.			
4. Local and regional land use plan maps, and any land use data (i.e. vacant, commercial, residential).			
5. Map indicating relationship of boundaries to populated areas.			
6. Is significant growth projected in the area, and adjacent incorporated and unincorporated areas in the next 5, 10, 20 years? Explain.		Yes	No
7. What are historic and expected land use absorption trends?			
8. Are land use plans and growth patterns increasing, decreasing or not affecting service demand?			

TABLE 5 – Infrastructure Needs and Deficiencies	Answers & Comments		Circle One	
1. Official Agency Name				
2. Provide the most recent capital improvement plan including priority construction projects for 5, 10 and 15 year periods.				
3. Describe the nature, location, and extent of any functions or classes of service provided, and associated service levels.				
4. If not in the master service plan, describe hydrology, watershed characteristics, applicable hydrographic units, drainage patterns, groundwater availability, service water availability, and water sources.				
5. Describe service or resource usage, available resource supply or storage capabilities.				
6. Does provider have existing water or other resource rights? If so, what amount or type?		Yes	No	
7. Does agency participate in mutual aid agreements? If so, describe terms and list participants.		Yes	No	
8. What local, state or federal regulatory permits are required? Provide copies.				
9. What is the likelihood of approval of any needed permits?				
10. Are there pending or threatened legal or administrative challenges if known?				
11. Describe or list other required administrative and legislated processes for new or reconstruction projects, such as CEQA review or water allocation decisions.				

TABLE 5 – Infrastructure Needs and Deficiencies	Answers & Comments	Circle One	
12. Are required permits current?		Yes	No
13. What are the ages and conditions of facilities including substandard or deteriorating infrastructure?			
14. Are there plans to improve or replace substandard or deteriorating infrastructure?		Yes	No
15. Are there service areas with acute shortages of service? Describe.		Yes	No
16. Are there areas with excess capacity? Describe.		Yes	No
17. Is excess capacity available to serve other agency customers and eliminate duplicate infrastructure construction by other agencies?		Yes	No
18. Provide a capacity analysis which states: (1) number of service units available (units can be described as parcels, meters, equivalent dwelling units or other project specific units of measure as approved by the Executive Officer); (2) the number of service units currently allocated; and (3) the total number of service units within agency boundaries, including assessment districts which may cross district boundaries, that are anticipating future service.			
19. Provide a description and map, if feasible, of the size, location and capacity of infrastructure.		Yes	No
20. Does district have the capacity available to serve current planned development (how much, expected absorption rates, how long will it last, plans/financing to augment if needed, criteria for planning, providing and extending services)?		Yes	No
21. Will additional infrastructure be necessary to accommodate future development?		Yes	No

TABLE 5 – Infrastructure Needs and Deficiencies	Answers & Comments	Circle One	
22. If so, are plans in place to ensure that infrastructure is available when necessary?		Yes	No
23. What is the planned total additional capacity?			
24. Provide a description of any required facility or infrastructure expansions or other necessary capital improvements to provide additional capacity?			
25. Provide a schedule for completion of the expanded capacity project, the viability of the needed project, and the relation of the subject project to anticipated growth and service provision timelines?			
26. Provide an agency policy or statement of disposition regarding responsibility to reserve capacity for unserved property within agency boundaries and current estimates of unserved property within current boundaries.			
27. Describe plans or improvements a customer or applicant must meet in order to receive services from the agency, such as a facility plan report, fire flow requirement, on and off site construction requirements or easements and responsibility to fund required construction items if applicable.			
28. What are the existing and planned sources of resources needed to provide services (water, groundwater, energy)?			
29. Which industry standards or Best Practices apply to your service/s?			

TABLE 5 – Infrastructure Needs and Deficiencies	Answers & Comments	Circle One	
30. What organizations or agencies (American Society for Civil Engineers, American Water Works Association, California Fire Districts' Associations, Water Pollution Control Federation, Federal Aviation Administration, State Water Quality Control Board) set or recommend evaluation criteria, Best Practices or standards?			
31. Does the agency meet or exceed industry standards? Explain in terms of record of service reliability, and level of service being provided (units, response time, run data)?		Yes	No
32. Please explain the special circumstances that prevent the agency from meeting industry standards (rural area, declining revenues, lack of roads or poor access to service users, service densities, size of service area, topography, resource cost, availability of resource, low quality water supply [mineral concentrations, salinity, upstream pollution]) if applicable?			

Table 6 - Financing Constraints and Opportunities	Answers and Comments		Circle One	
1. Agency Name				
2. Does agency recommend any financing/funding Best Practices that could be shared with LAFCo and other service providers?			Yes	No
3. List or provide copies of current and planned financing plans and financing mechanisms for service upgrades and capacity improvements including a description of the persons or properties that are, or will be expected to, bear project costs.				
4. What is agency's bond rating, if applicable? What is the basis for the rating?				
5. What are agency's investment policies?				
6. Has agency defaulted on bonds or other financing mechanisms? If so, when and what amount?			Yes	No
7. Does agency participate in joint financing/funding practices? Explain.			Yes	No
8. Does agency recommend government options that would enhance financial opportunities or increase buying power?			Yes	No
9. Provide comparable data/criteria for review of multiple agencies?				
10. What revenue sources does the agency have?				

Table 7 - Cost Avoidance Opportunities	Answers and Comments		Circle One		
1. Agency Name					
2. Does agency recommend any cost avoidance Best Practices that could be shared with LAFCO and others?		Yes	No		
3. Do agency's services or facilities overlap or duplicate those provided by another agency?		Yes	No		
4. Are there joint agency practices, such as shared insurance, that the agency could access to reduce costs?		Yes	No		
5. Does agency rely on other agencies to administer grants, financing mechanisms, process payroll or other similar functions?		Yes	No		
6. Are loaded costs of dependence on other agencies to administer grants, implement financing mechanisms, process payroll or other similar functions higher than in-house processing? Explain.		Yes	No		
7. Can other agencies provide administration or other services to agency at lower cost?		Yes	No		
8. Will need to provide additional capacity result in a significant negative fiscal, service level or other impacts (cost and adequacy of service) in existing or proposed service areas or in areas served by other special district or cities or the county?		Yes	No		
9. If so, what strategies are being used to encourage infill, conservation or other practices that decrease demand?					
10. What strategy is being used to assist with directing growth to areas planned for it?					

Table 7 - Cost Avoidance Opportunities	Answers and Comments	Circle One	
11. Are concerns about growth inducement expected to cause near-term infrastructure deficiencies and subsequent construction at a higher cost than extra-capacity construction may have incurred?		Yes	No
12. Does the level of service meet or exceed customer needs and preferences?		Yes	No
13. Does the district have a clearly stated needs and preference list?		Yes	No
14. What are the per unit service costs?			
15. Provide (agency) or compile (LAFCO) a comparison of per unit service costs with similar service providers considering specific conditions?			
16. Is contractor assistance solicited through competitive bids? For what types of contracts?			
17. Provide (agency) or compile (LAFCO) a comparison of payments charges for similar contracted services			
18. Are contractors paid comparable rates for the same quality service?		Yes	No
19. Does agency recommend government options that would provide cost avoidance opportunities or enhance revenues to offset costs?		Yes	No

Table 7 - Cost Avoidance Opportunities	Answers and Comments	Circle One
<p>20. Compare multiple agency budgets with consideration of opportunities for savings in overhead, insurance, employee salary or benefits, elected official compensation or benefits, elections, legal services, equipment purchases, planning, revenue or other costs that could accrue if government structure options are considered.</p>	<p><i>See Exhibit 10 for a sample budget template.</i></p>	

Table 8 - Rate Restructuring	Answers and Comments		Circle One		
1. Agency Name					
2. Does the agency recommend any rate stabilization or minimization best practices that could be shared with LAFCo and other service providers?		Yes	No		
3. Are rates patterned after the Consumer Price Index (CPI) or other measure to make changes understandable and trackable from year to year and district to district?		Yes	No		
4. Are existing customers required to fund infrastructure needed to support new development?		Yes	No		
5. Do existing customers pay direct charges or fees for connections, service, other? Explain.		Yes	No		
6. Are there voter approved charges or levies? Explain.		Yes	No		
7. Provide maps of assessment, rate, fee, and service districts or areas.					
8. Explain rationale for establishing areas?					
9. Does agency recommend government options that would stabilize or reduce rates or improve service quality at no additional cost and without service loss?					
10. Provide agency rate comparisons for similar services and conditions.					

Table 9 - Opportunities for Shared Facilities	Answers and Comments	Circle One	
1. Agency Name			
2. Does the agency recommend any existing or potential shared facility options or opportunities? What is the basis for the recommendation?		Yes	No
3. Does the agency currently share facilities (conjunctive or joint use flood detention/parks, schools/parks, groundwater storage/parks) or staff with other service providers?		Yes	No
4. Do existing or planned facilities duplicate the existing or planned facilities of another service provider?		Yes	No
5. Does the agency have excess system capacity, or underutilized buildings or equipment?		Yes	No
6. Is excess capacity available to serve other agency customers and eliminate duplicate infrastructure construction by other agencies?		Yes	No
7. Does the agency have productivity ratings for individual positions to gauge if staff are fully employed or could be cross-trained or partially allocated to support other agencies' needs?		Yes	No
8. Does agency recommend government structure options that enhance revenue opportunities?		Yes	No

Table 10 - Government Structure Options	Answers and Comments	Circle One	
1. Agency Name			
2. Does agency recommend any government structure options that could benefit service users? Explain.		Yes	No
3. Are any subject service providers the product of previous consolidations or government reorganizations?		Yes	No
4. If so, is information from previous actions applicable or useful?		Yes	No
5. Are there any pending service provider proposals for reorganizations or other boundary changes and, if so, for what purpose?		Yes	No
6. Is information from pending proposals applicable to this review?		Yes	No
7. Are there any public, legislature or other agency proposals for reorganizations or other boundary changes and, if so, for what purpose?		Yes	No
8. Have affected agencies considered consolidations or reorganizations during the past 10 years?		Yes	No
9. What issues have been deterrents to consolidations or reorganizations?			
10. What type of government structure options, if any, could apply to, or positively impact, the services in questions?			

Appendix F - Issues to be considered	Answers and Comments
1. Agency Name	
2. Summarize significant issues by agency.	
3. Describe overall financial stability in the short and long term by agency.	
4. Describe core issues derived from the proposed project if applicable.	
5. Describe significant, identifiable improvements to service delivery, cost effectiveness, or public access and accountability.	
6. Describe significant, identifiable adverse effects on service delivery, cost effectiveness, or public access and accountability What mitigation may be available? What problems cannot be resolved?	
7. Identify any project alternatives that may enhance the proposal (boundary modifications, additional changes in organization).	
8. Describe legal or statutory issues that need to be addressed.	