



Yolo Local Agency Formation Commission Shared Services Strategic Plan Updated May 2017

This Shared Services Strategic Plan was adopted by the Yolo LAFCo Commission on December 3, 2012. The Commission directed that this Plan be periodically reviewed and updated as needed or at least every two years.

Shared Services Vision

Yolo LAFCo is a valued, county-wide regional agency, aggressively promoting efficient high-quality government services through collaboration and sharing of resources as illustrated in the attached radial diagram.

Shared Services Values

1. Yolo LAFCo has been requested to lead Shared Services by Yolo County and the four cities and will continue to develop shared service improvements with this collective support.
2. A “culture of collaboration” is key to fostering the trust required for shared services to be successful. It is worthwhile for LAFCo to invest its resources in fostering collaboration among our partner agencies.
3. Shared Services is a voluntary effort. LAFCo recognizes that each agency will determine what level of commitment and implementation is appropriate for them.
4. Staff will consult and collaborate with the executive managers of other agencies on shared service issues while ultimate authority and direction regarding LAFCo activities will come from the Commission.
5. LAFCo will assist other agencies in “teeing-up” shared service opportunities; however detailed implementation must be handed off to individual agencies. LAFCo can best assist agencies by keeping its eye on the big picture by analyzing new opportunities without getting over-involved in detailed implementation.
6. LAFCo participation in the review of oversight issues of joint powers agencies is needed in order to maintain quality performance and public trust.
7. LAFCo will utilize its existing tools and processes to evaluate new opportunities for shared services and improved government efficiencies such as the municipal service review (MSR).
8. LAFCo will proactively exercise its statutory mission and authority to initiate agency consolidations and/or dissolutions where appropriate and understands that such change will bring adaptive challenges that must be delicately handled.
9. Effective government service delivery will involve partnerships with agencies at numerous levels: the Sacramento Area Council of Governments (SACOG), school districts, UC Davis, the Yocha Dehe Wintun Nation, special districts, non-profits and potentially agencies in other counties.

Shared Services Goals and Action Items

Goal 1 - LAFCo promotes the most effective forms of government for the common good.

Action 1.1 LAFCo is proactive with its Municipal Service Review process to review an agency's financial ability to provide services and opportunities for shared services and facilities, including possible consolidation of government agencies.

Action 1.2 LAFCo will use the Municipal Service Review process to identify government inefficiencies and initiate agency consolidations and/or dissolutions where necessary to "right size" public agencies.

Action 1.3 Following completion of the MSR process, staff proactively follows up with agencies requiring status updates as necessary regarding their implementation of/compliance with LAFCo recommendations.

Goal 2 - LAFCo promotes shared services that will save agencies money and allow them to either maintain services levels during difficult financial times or even improve service delivery.

Action 2.1 LAFCo evaluated remaining shared service areas for their potential to maintain or improve services at a reduced cost and will send a letter to the city/county managers to gauge interest. The list of remaining shared service areas to be explored include:

- Building/Fire Plan Check & Inspection
- Fleet Maintenance
- Park/Landscape Maintenance
- Arborist/Tree Maintenance

Action 2.2 LAFCo will suggest via letter to YCPARMIA that they address training needs and disseminate Yolo County Training Academy information.

Action 2.3 Staff facilitates any next steps as determined by the Commission to implement shared service opportunities.

Goal 3 - Yolo LAFCo fosters and promotes agency collaboration at all levels.

Action 3.1 Yolo LAFCo organizes and promotes regular Yolo Leaders/YED forums with agenda topics/speakers that are of interest and value to elected leaders in all geographic areas of the county and at all agency levels.

Action 3.2 LAFCo promotes shared services at any and all levels, speaking at and coordinating with CALAFCO, the SACOG innovation/shared services ad hoc committee, and others to coordinate and complement each other's shared service efforts.

Goal 4 - LAFCo acts as a facilitator/convener as requested for appropriate Yolo intra-agency issues.

Action 4.1 Yolo LAFCo acts as a convener for multi-agency joint projects in a coordinating role as appropriate.

Goal 5 - LAFCo participates in the oversight of existing shared service partnerships implemented through joint powers agreements (JPAs) as needed. The following action items are subject to each city/county board adopting a resolution requesting LAFCo to undertake these activities.

Action 5.1 Yolo LAFCo will perform Municipal Service Reviews (MSRs) of some JPAs in the county.

Action 5.2 MSRs for JPAs to be conducted in the following categories:

- JPAs that provide municipal-like services
- JPAs that have their own staff and operate entirely inside the county (i.e. do not extend outside the county)
- JPAs that have boards comprised of staff and operate entirely inside the county

Action 5.3 The following six JPAs will be added to the LAFCo MSR update schedule:

- Yolo Emergency Communications Agency (YECA)
- Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA)
- Woodland-Davis Clean Water Agency
- West Sacramento Area Flood Control Agency (West SAFCA)
- Yolo Habitat Conservancy (YCH)
- Valley Clean Energy Alliance (VCEA)
- Other future JPAs that are formed and meet the criteria in Action 5.2

Goal 6 - LAFCo creates an annual Web Transparency Report Card.

Action 6.1 Determine transparency measurement criteria and notify every agency of the criteria, process, and timeline:

- Cities/County (5 agencies)
- Special Districts (49 Yolo plus 5 multi-county districts = 54 total special districts)
- Joint Power Authorities (24 total JPAs)

Action 6.2 Prepare a checklist for each agency based on the transparency criteria and conduct review of agency websites. The review would be provided to the agency for verification and/or website content modification.

Action 6.3 Finalize report by the end of each fiscal year.

Goal 7 - LAFCo conducts a shared services workshop on an as needed basis after review and recommendation from the Commission during its December meetings with representation from each city and the County to inform the following year's work plan and ensure agency engagement and participation in the selection and prioritization of LAFCo shared services activities.

Action 7.1 A workshop was held on February 23, 2017 and LAFCo priorities for fiscal year 2017/18 include (in no particular order):

- Broadband: Convening, meetings, and agency assistance.
- Municipal Service Reviews of JPAs as discussed in Goal 5 and associated action items above.
- Web Transparency Report Card for the County as discussed in Goal 6 and associated action items above.

