



Yolo Local Agency Formation Commission Shared Services Strategic Plan December 2012 (Updated June 2013, April 2015, and April 2016)

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 efficiencies and initiate agency consolidations and/or dissolutions where necessary to "right size" public agencies.

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

Goal 2 - LAFCo actively works to promote 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 evaluates new shared service areas for their potential to maintain or improve services at a reduced cost in order to determine the value of implementation.

Action 2.2 LAFCo leverages its independent status to assist agencies to provide third-party independent analysis in evaluating existing conditions and studying new shared opportunities,.

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

Goal 3 – LAFCo assists the agencies in providing a framework and/or platform to facilitate shared services.

Action 3.1 – Staff creates an agreement framework(s) (JPA, MOU, contract templates, etc.) as appropriate to facilitate shared services among government agencies.

Action 3.2 – LAFCo promotes the creation of a web-based platform to foster information sharing, communication and a clearinghouse for shared services activities as needed.

Goal 4 - Yolo LAFCo fosters and promotes agency collaboration at all levels.

Action 4.1 Yolo LAFCo organizes and promotes regular Yolo Leaders 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 4.2 LAFCo promotes shared services at any and all levels, speaking at and coordinating with CALAFCO, the SACOG shared services ad hoc committee, Yolo Non-Profit Leaders, and others to coordinate and compliment each others' shared service efforts.

Goal 5 - LAFCo acts as a facilitator/convener as requested for appropriate Yolo intra-agency issues.

Action 5.1 Yolo LAFCo acts as a convener for multi-agency joint projects in a coordinating role as appropriate.

Goal 6 – LAFCo participates in the oversight of existing shared service partnerships implemented through joint powers agreements (JPAs) as needed.

Action 6.1 A draft Shared Services JPA for agency consideration will be structured to allow for consolidation and oversight of existing JPAs as deemed appropriate by the member agencies.

Action 6.2 Training should be provided to newly appointed JPA board members regarding their oversight role and responsibilities.

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 25, 2016 and LAFCo priorities for fiscal year 2016/17 include (in no particular order):

- JPA coordination and consolidation
- Broadband
- Grant funding
- Other priorities, such as potentially coordinating a meeting on organic waste, if requested

