

EL DORADO LOCAL AGENCY FORMATION COMMISSION

FINAL MUNICIPAL SERVICE REVIEWS

GENERAL GOVERNMENT SERVICES I

FEBRUARY 2008

PREPARED BY:



2729 PROSPECT PARK DRIVE, SUITE 220
RANCHO CORDOVA, CA 95670
(916) 361-8384
WWW.PMCWORLD.COM

RESOLUTION NUMBER L-2008-10

General Government Services I

Municipal Services Review

LAFCO Project No. 2007-01

WHEREAS, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 set forth in Government Code Sections 56000 et seq. governs the organization and reorganization of cities and special districts by local agency formation commissions established in each county, as defined and specified in Government Code Sections 56000 et seq. (unless otherwise indicated all statutory references are to the Government Code); and,

WHEREAS, the Commission, pursuant to Government Code §56430, has conducted a service review of drainage; parks and recreation; lighting and landscaping; law enforcement; mosquito abatement; solid waste; and weed abatement services in El Dorado County; and

WHEREAS, the service review is consistent with recommendations of the Commission on Local Governance for the 21st Century, the Governor's Office of Planning and Research LAFCO Municipal Services Review Guidelines, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 and locally adopted policies for municipal service reviews; and

WHEREAS, the Commission has comprehensively reviewed all agencies within the designated geographic area that provide the identified services; and

WHEREAS, on January 30, 2008, the draft Municipal Services Review came on regularly for hearing before the Commission; and

WHEREAS, at that time, an opportunity was given to all interested persons, organizations, and agencies to present oral or written testimony and other information concerning the municipal services review and all related matters; and

WHEREAS, the Commission heard, discussed and considered all oral and written testimony related to this service review; and

WHEREAS, the Commission has made determinations regarding drainage; parks and recreation; lighting and landscaping; law enforcement; mosquito abatement; solid waste; and weed abatement services in El Dorado County, and has prepared a written statement of these determinations, attached as Exhibit A of this resolution; and

WHEREAS, the Commission finds the project to be exempt from the provisions of the California Environmental Quality Act under Section §15306 of the CEQA Guidelines.

NOW, THEREFORE BE IT HEREBY RESOLVED, DETERMINED, ORDERED AND FOUND:

Section 1. Each of the foregoing recitals is true and correct.

Section 2. The Executive Officer is directed to file a Notice of Exemption in compliance with the California Environmental Quality Act and local ordinances implementing the same.

Section 3. The El Dorado Local Agency Formation Commission finds that the service review is adequate to fulfill its obligations under Government Code §56430 and makes determinations regarding drainage; parks and recreation; lighting and landscaping; law enforcement; mosquito abatement; solid waste; and weed abatement services in El Dorado County.

Section 4. The El Dorado Local Agency Formation Commission adopts the Final General Government Services I Municipal Services Review as set forth in Exhibit A attached hereto and incorporated herein by this reference.

PASSED AND ADOPTED by the El Dorado Local Agency Formation Commission at a regular meeting of said Commission, held February 27, 2008 by the following vote of said Commission.

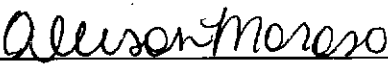
Loftis, Briggs, Long, Hagen, Humphreys
AYES: Norris, Sweeney

NOES: None

ABSTENTIONS: None

ABSENT: None

ATTEST:


Clerk to the Commission


Chairperson

EL DORADO LOCAL AGENCY FORMATION COMMISSION

FINAL MUNICIPAL SERVICE REVIEWS

GENERAL GOVERNMENT SERVICES I

FEBRUARY 2008

PREPARED FOR:

EL DORADO LAFCO
550 MAIN ST., SUITE E
PLACERVILLE CA 95667

(530) 295-2707
CO.EL-DORADO.CA.US/LAFCO

PREPARED BY:

PMC
2729 PROSPECT PARK DRIVE, SUITE 220
RANCHO CORDOVA, CA 95670

(916) 361-8384
WWW.PMCWORLD.COM

1.0 EXECUTIVE SUMMARY

I.	Introduction.....	1.0-1
II.	Districts Analyzed in this MSR	1.0-1
III.	Summary of Service Providers	1.0-3
IV.	MSR Analysis	1.0-4
V.	Conclusions	1.0-5

2.0 GENERAL GOVERNMENT SERVICE PROVIDERS**2.1 ARROYO VISTA COMMUNITY SERVICES DISTRICT**

Profile Sheet

I.	Bibliography	2.1-1
----	--------------------	-------

2.2 CAMERON ESTATES COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.2-1
II.	Growth and Population	2.2-1
III.	Infrastructure	2.2-5
IV.	Financing and Rate Restructuring	2.2-5
V.	Cost Avoidance Opportunities	2.2-7
VI.	Opportunities for Shared Facilities	2.2-7
VII.	Government Structure and Management Efficiencies.....	2.2-7
VIII.	Local Accountability	2.2-9
IX.	Sphere of Influence Recommendations	2.2-9
X.	Municipal Service Review Determinations.....	2.2-10
XI.	Bibliography	2.2-11

2.3 CAMERON PARK COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.3-1
II.	Growth and Population	2.3-5
III.	Infrastructure	2.3-5
IV.	Financing and Rate Restructuring	2.3-9
V.	Cost Avoidance Opportunities	2.3-12
VI.	Opportunities for Shared Facilities	2.3-12
VII.	Government Structure and Management Efficiencies.....	2.3-13
VIII.	Local Accountability	2.3-13
IX.	Sphere of Influence Recommendations	2.3-14
X.	Municipal Service Review Determinations.....	2.3-14
XI.	Bibliography	2.3-18

2.4 CITY OF PLACERVILLE

Profile Sheet

I.	Setting	2.4-1
II.	Growth and Population	2.4-3
III.	Infrastructure	2.4-7
IV.	Financing and Rate Restructuring	2.4-10

V.	Cost Avoidance Opportunities	2.4-11
VI.	Opportunities for Shared Facilities	2.4-12
VII.	Government Structure and Management Efficiencies.....	2.4-12
VIII.	Local Accountability	2.4-16
IX.	Sphere of Influence Recommendations	2.4-17
X.	Municipal Service Review Determinations.....	2.4-18
XI.	Bibliography	2.4-20

2.5 CITY OF SOUTH LAKE TAHOE

Profile Sheet

I.	Setting	2.5-1
II.	Growth and Population	2.5-1
III.	Infrastructure	2.5-2
IV.	Financing and Rate Restructuring	2.5-5
V.	Cost Avoidance Opportunities	2.5-7
VI.	Opportunities for Shared Facilities	2.5-8
VII.	Government Structure and Management Efficiencies.....	2.5-8
VIII.	Local Accountability	2.5-9
IX.	Sphere of Influence Recommendations	2.5-11
X.	Municipal Service Review Determinations.....	2.5-11
XI.	Bibliography	2.5-13

2.6 COSUMNES RIVER COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.6-1
II.	Growth and Population	2.6-1
III.	Infrastructure	2.6-1
IV.	Financing and Rate Restructuring	2.6-2
V.	Cost Avoidance Opportunities	2.6-5
VI.	Opportunities for Shared Facilities	2.6-6
VII.	Government Structure and Management Efficiencies.....	2.6-6
VIII.	Local Accountability	2.6-7
IX.	Sphere of Influence Recommendations	2.6-8
X.	Municipal Service Review Determinations.....	2.6-8
XI.	Bibliography	2.6-10

2.7 COUNTY SERVICE AREA NUMBER 2

Profile Sheet

I.	Bibliography	2.7-1
----	--------------------	-------

2.8 COUNTY SERVICE AREA NUMBER 3

Profile Sheet

I.	Setting	2.8-1
II.	Growth and Population	2.8-2
III.	Infrastructure	2.8-2
IV.	Financing and Rate Restructuring	2.8-5
V.	Cost Avoidance Opportunities	2.8-6
VI.	Opportunities for Shared Facilities	2.8-6
VII.	Government Structure and Management Efficiencies.....	2.8-7

VIII.	Local Accountability	2.8-8
IX.	Sphere of Influence Recommendations	2.8-8
X.	Municipal Service Review Determinations.....	2.8-8
XI.	Bibliography	2.8-10

2.9 COUNTY SERVICE AREA NUMBER 5

Profile Sheet

I.	Setting	2.9-1
II.	Growth and Population	2.9-1
III.	Infrastructure	2.9-1
IV.	Financing and Rate Restructuring	2.9-2
V.	Cost Avoidance Opportunities	2.9-5
VI.	Opportunities for Shared Facilities	2.9-5
VII.	Government Structure and Management Efficiencies.....	2.9-5
VIII.	Local Accountability	2.9-6
IX.	Sphere of Influence Recommendations	2.9-7
X.	Municipal Service Review Determinations.....	2.9-8
XI.	Bibliography	2.9-9

2.10 COUNTY SERVICE AREA NUMBER 9

Profile Sheet

I.	Setting	2.10-1
II.	Growth and Population	2.10-2
III.	Infrastructure	2.10-2
IV.	Financing and Rate Restructuring	2.10-5
V.	Cost Avoidance Opportunities	2.10-9
VI.	Opportunities for Shared Facilities	2.10-10
VII.	Government Structure and Management Efficiencies.....	2.10-10
VIII.	Local Accountability	2.10-11
IX.	Sphere of Influence Recommendations	2.10-12
X.	Municipal Service Review Determinations.....	2.10-12
XI.	Bibliography	2.10-14

2.11 EL DORADO HILLS COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.11-1
II.	Growth and Population	2.11-2
III.	Infrastructure	2.11-5
IV.	Financing and Rate Restructuring	2.11-7
V.	Cost Avoidance Opportunities	2.11-10
VI.	Opportunities for Shared Facilities	2.11-10
VII.	Government Structure and Management Efficiencies.....	2.11-11
VIII.	Local Accountability	2.11-13
IX.	Sphere of Influence Recommendations	2.11-13
X.	Municipal Service Review Determinations.....	2.11-14
XI.	Bibliography	2.11-16

2.12 EL DORADO IRRIGATION DISTRICT

Profile Sheet

I.	Setting	2.12-1
II.	Growth and Population	2.12-1
III.	Infrastructure	2.12-2
IV.	Financing and Rate Restructuring	2.12-7
V.	Cost Avoidance Opportunities	2.12-8
VI.	Opportunities for Shared Facilities	2.12-8
VII.	Government Structure and Management Efficiencies.....	2.12-8
VIII.	Local Accountability	2.12-10
IX.	Sphere of Influence Recommendations	2.12-11
X.	Municipal Service Review Determinations.....	2.12-12
XI.	Bibliography	2.12-13

2.13 FALLEN LEAF LAKE COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.13-1
II.	Growth and Population	2.13-2
III.	Infrastructure	2.13-2
IV.	Financing and Rate Restructuring	2.13-2
V.	Cost Avoidance Opportunities	2.13-6
VI.	Opportunities for Shared Facilities	2.13-6
VII.	Government Structure and Management Efficiencies.....	2.13-6
VIII.	Local Accountability	2.13-8
IX.	Sphere of Influence Recommendations	2.13-8
X.	Municipal Service Review Determinations.....	2.13-9
XI.	Bibliography	2.13-10

2.14 GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT

Profile Sheet

I.	Bibliography	2.14-1
----	--------------------	--------

2.15 GEORGETOWN DIVIDE RECREATION DISTRICT

Profile Sheet

I.	Setting	2.15-1
II.	Growth and Population	2.15-1
III.	Infrastructure	2.15-1
IV.	Financing and Rate Restructuring	2.15-5
V.	Cost Avoidance Opportunities	2.15-5
VI.	Opportunities for Shared Facilities	2.15-6
VII.	Government Structure and Management Efficiencies.....	2.15-6
VIII.	Local Accountability	2.15-6
IX.	Sphere of Influence Recommendations	2.15-7
X.	Municipal Service Review Determinations.....	2.15-8
XI.	Bibliography	2.15-9

2.16 GREENSTONE COUNTRY COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.16-1
II.	Growth and Population	2.16-1
III.	Infrastructure	2.16-2
IV.	Financing and Rate Restructuring	2.16-2
V.	Cost Avoidance Opportunities	2.16-7
VI.	Opportunities for Shared Facilities	2.16-7
VII.	Government Structure and Management Efficiencies.....	2.16-7
VIII.	Local Accountability	2.16-8
IX.	Sphere of Influence Recommendations	2.16-8
X.	Municipal Service Review Determinations.....	2.16-8
XI.	Bibliography	2.16-10

2.17 HOLIDAY LAKE COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.17-1
II.	Sphere of Influence Review and Recommendations	2.17-1
III.	Municipal Service Review Determinations.....	2.17-2
IV.	Bibliography	2.17-8

2.18 KIRKWOOD MEADOWS PUBLIC UTILITY DISTRICT

Profile Sheet

I.	Setting	2.18-1
II.	Bibliography	2.18-2

2.19 LAKEVIEW COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Bibliography	2.19-1
----	--------------------	--------

2.20 SHOWCASE RANCHES COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.20-1
II.	Growth and Population	2.20-1
III.	Infrastructure	2.20-1
IV.	Financing and Rate Restructuring	2.20-2
V.	Cost Avoidance Opportunities	2.20-5
VI.	Opportunities for Shared Facilities	2.20-5
VII.	Government Structure and Management Efficiencies.....	2.20-6
VIII.	Local Accountability	2.20-7
IX.	Sphere of Influence Recommendations	2.20-7
X.	Municipal Service Review Determinations.....	2.20-8
XI.	Bibliography	2.20-9

2.21 SPRINGFIELD MEADOWS COMMUNITY SERVICES DISTRICT

Profile Sheet

I.	Setting	2.21-1
II.	Growth and Population	2.21-1
III.	Infrastructure	2.21-2
IV.	Financing and Rate Restructuring	2.21-2
V.	Cost Avoidance Opportunities	2.21-6
VI.	Opportunities for Shared Facilities	2.21-7
VII.	Government Structure and Management Efficiencies.....	2.21-7
VIII.	Local Accountability	2.21-8
IX.	Sphere of Influence Recommendations	2.21-9
X.	Municipal Service Review Determinations.....	2.21-9
XI.	Bibliography	2.21-11

2.22 SOUTH TAHOE PUBLIC UTILITY DISTRICT

Profile Sheet

I.	Bibliography	2.22-1
----	--------------------	--------

2.23 TAHOE CITY PUBLIC UTILITY DISTRICT

Profile Sheet

I.	Setting	2.23-1
II.	Growth and Population	2.23-2
III.	Infrastructure	2.23-2
IV.	Financing and Rate Restructuring	2.23-5
V.	Cost Avoidance Opportunities	2.23-7
VI.	Opportunities for Shared Facilities	2.23-7
VII.	Government Structure and Management Efficiencies.....	2.23-7
VIII.	Local Accountability	2.23-8
IX.	Sphere of Influence Recommendations	2.23-8
X.	Municipal Service Review Determinations.....	2.23-9
XI.	Bibliography	2.23-10

2.24 TAHOE PARADISE RESORT IMPROVEMENT DISTRICT

Profile Sheet

I.	Setting	2.24-1
II.	Growth and Population	2.24-1
III.	Infrastructure	2.24-1
IV.	Financing and Rate Restructuring	2.24-2
V.	Cost Avoidance Opportunities	2.24-2
VI.	Opportunities for Shared Facilities	2.24-5
VII.	Government Structure and Management Efficiencies.....	2.24-5
VIII.	Local Accountability	2.24-5
IX.	Sphere of Influence Recommendations	2.24-5
X.	Municipal Service Review Determinations.....	2.24-6
XI.	Bibliography	2.24-8

LIST OF FIGURES

Figure 2.1-1	Arroyo Vista CSD	2.1-3
Figure 2.2-1	Cameron Estates CSD	2.1-3
Figure 2.2-2	Cameron Estates CSD Organizational Chart.....	2.2-9
Figure 2.3-1	Cameron Park Community Services District Service Area	2.3-3
Figure 2.3-2	Cameron Park CSD Organizational Chart	2.3-16
Figure 2.4-1	City of Placerville Boundary Map	2.4-5
Figure 2.4-2	City of Placerville Organizational Chart	2.4-14
Figure 2.5-1	City of South Lake Tahoe	2.5-3
Figure 2.5-2	City of South Lake Tahoe Organizational Chart	2.5-10
Figure 2.6-1	Consumnes River CSD	2.6-3
Figure 2.6-2	Cosumnes River CSD Organizational Chart	2.6-7
Figure 2.7-1	County Service Area No. 2.....	2.7-3
Figure 2.8-1	County Service Area 3 Boundaries.....	2.8-3
Figure 2.8-2	County Service Area Number 3 Organizational Chart.....	2.8-7
Figure 2.9-1	CSA Number 5 Boundaries	2.9-3
Figure 2.9-2	County Service Area Number 5 Organizational Chart.....	2.9-7
Figure 2.10-1	CSA Number 9 Boundaries	2.10-3
Figure 2.10-2	County Service Area Number 9 Organizational Chart.....	2.10-11
Figure 2.11-1	El Dorado Hills Community Services District Boundary	2.11-3
Figure 2.11-2	El Dorado Hills CSD Organizational Chart	2.11-12
Figure 2.12-1	El Dorado Irrigation District Boundaries.....	2.12-3
Figure 2.12-2	El Dorado Irrigation District Organizational Chart.....	2.12-10
Figure 2.13-1	Fallen Leaf Lake Community Services District Boundary	2.13-3
Figure 2.13-2	Fallen Leaf Lake CSD Organizational Chart	2.13-7
Figure 2.14-1	Georgetown Divide PUD	2.14-3
Figure 2.15-1	Georgetown Divide Recreation District.....	2.15-3
Figure 2.15-2	Georgetown Divide Recreation District Organizational Chart	2.15-7
Figure 2.16-1	Greenstone Country CSD Boundary	2.16-5
Figure 2.16-2	Greenstone County CSD Organizational Chart.....	2.16-7
Figure 2.17-1	Holiday Lake Community Services District Boundaries	2.17-3
Figure 2.18-1	Kirkwood Meadows PUD.....	2.18-3
Figure 2.19-1	Lakeview CSD	2.19-3
Figure 2.20-1	Showcase Ranches CSD.....	2.20-3
Figure 2.20-2	Showcase Ranches CSD Organizational Chart	2.20-7
Figure 2.21-1	Springfield Meadows CSD Boundary	2.21-3
Figure 2.21-2	Springfield Meadows CSD Organizational Chart.....	2.21-8
Figure 2.22-1	South Tahoe PUD	2.22-3
Figure 2.23-1	Tahoe City PUD	2.23-3
Figure 2.23-2	Tahoe City PUD Organizational Chart	2.23-8
Figure 2.24-1	Tahoe Paradise Improvement District Boundary	2.24-3

LIST OF TABLES

Table 1.0-1	Summary of Service Providers Analyzed in this Municipal Service Review	1.0-3
Table 2.2-1	Cameron Estates Community Services District: Revenues, Expenditures, and Net Assets FY 2002-03 to FY 2005-06	2.2-6
Table 2.3-1	Cameron Park CSD Parks Standards	2.3-2
Table 2.3-2	Cameron Park CSD Projected Population	2.3-5
Table 2.3-3	Park Land Inventory Cameron Park CSD.....	2.3-6
Table 2.3-4	Cameron Park CSD Street Light Facilities, by district.....	2.3-8
Table 2.3-5	Cameron Park CSD – Proposed Park Impact Fees.....	2.3-10

Table 2.3-6	Cameron Park Landscaping/Lighting Fees	2.3-11
Table 2.6-1	Cosumnes River Community Services District: Revenues, Expenditures and Net Assets FY 2000-01 to FY 2004-05.....	2.6-2
Table 2.8-1	County Service Area 3 Zones of Benefit	2.8-6
Table 2.10-1	County Service Area Number 9 Revenues and Expenditures Year-to Date actual revenue and expenditures from 7/1/2006 through 8/18/2007 ...	2.10-6
Table 2.11-1	El Dorado Hills CSD Parks Standards	2.11-2
Table 2.11-2	El Dorado Hills Community Services District Recreational Facilities Needs	2.11-6
Table 2.11-3	El Dorado Hills CSD – Landscaping and Lighting District Revenues 2007-08	2.11-9
Table 2.15-1	Recreational Facilities Inventory	2.15-2
Table 2.20-1	Showcase Ranches Community Services District: Revenues and Expenditures FY 1997-98 to FY 1999-00	2.20-2
Table 2.21-1	Springfield Meadows Community Services District: Revenues, Expenditures and Net Assets FY 2000-01 to FY 2002-03	2.21-5

1.0 EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

I. INTRODUCTION

The Municipal Service Review (MSR) and Sphere of Influence (SOI) update, also called the MSR/SOI Update, has been prepared to comply with requirements of the El Dorado Local Agency Formation Commission (LAFCO), as well as California State Law. The MSR/SOI is a document required by the Cortese-Knox-Hertzberg (CKH) Local Government Reorganization Act of 2000 (California Government Code §56425 and §56430).

This document contains Municipal Service Reviews and Sphere of Influence updates for all drainage, parks and recreation lighting and landscaping, law enforcement, mosquito abatement, solid waste and weed abatement service providers within El Dorado County, including: Community Services Districts, two cities, Public Utilities Districts, and County Service Areas. The determinations and findings reached are based upon surveys of agency representatives, meetings, and assessments of existing documents.

The Municipal Service Reviews are provided for each service provider, however; the services may also be considered on a County-wide context, and a review of adequacy of service should not focus on one single provider for any given service. Rather, each service should be considered on a County-wide basis.

II. DISTRICTS ANALYZED IN THIS MSR

Community Services Districts

Community Services Districts (CSDs) may be formed pursuant to the Community Services District Law, found in Government Code 61000 *et seq.* CSDs are independent special districts, which may be empowered to provide a wide variety of services including street maintenance and snow removal. The Arroyo Vista, Cameron Estates, Cameron Park, Cosumnes River, El Dorado Hills, Fallen Leaf Lake, Greenstone Country, Lakeview, Showcase Ranches, and Springfield Meadows, CSDs are analyzed in this MSR/SOI Update. In addition to these full Community Services Districts, there are two smaller special districts analyzed in this MSR: Georgetown Divide Recreation District and Tahoe Paradise Resort Improvement District.

Cities

The Cities of Placerville and South Lake Tahoe are analyzed in this MSR/SOI Update. The cities have jurisdiction over public services, including police, fire, parks and recreation, water and other services within their respective city limits.

Public Utilities Districts

Public Utilities Districts (PUDs) are formed pursuant to Section 15501-18055 of the Public Utilities Code 15501-18055. PUDs are empowered to provide lighting, water, power, heat, transportation, telephone services, or other means of communication, or means for the collection, treatment, or disposal of sewage; construct facilities necessary for the generation, transmission, or distribution of electricity and construct, maintain, improve, and operate public recreational facilities appurtenant to any water reservoir owned or operated by the district. Georgetown Divide, Kirkwood Meadows, South Tahoe and

Tahoe City PUDs are included in this MSR/SOI Update; however it does not provide streets and highways services.

County Service Areas

County Services Areas (CSAs) are dependent special districts, empowered to provide a wide range of services, including street maintenance and snow removal, under Government Code 25210.1 et seq. CSAs 2, 3, 5 and 9 are analyzed in this MSR/SOI Update. The El Dorado County Department of Transportation operates and provides services through these CSAs.

Irrigation Districts

Independent irrigation Districts are formed under California's Irrigation District Law (Water Code §§ 20500 et seq.) to provide water, wastewater, drainage, electric power, flood control and recreation services. El Dorado Irrigation District is analyzed in this MSR/SOI Update.

El Dorado County Sherriff

The El Dorado County Sherriff (Sherriff) provides law enforcement and related services throughout El Dorado County. The Sherriff provides service to all unincorporated areas of the County. The Sherriff's boundaries are the boundaries of the County, and generally the service area of the Sherriff is not changing. A Municipal Service Review for the Sherriff is not completed, however; the nature of law enforcement results in the overlap of law enforcement service providers in the regions they serve. Generally, law enforcement providers operate under Memorandums of Understanding (MOUs) to provide mutual aid in order to ensure that there are no gaps in service along county, city or district boundaries. The El Dorado County Sherriff overlaps with several law enforcement providers analyzed in this MSR.

Although the El Dorado County Sherriff is not directly analyzed in this MSR, it is of import because it operates under MOUs with a number of service providers analyzed in this MSR. Generally, the Sherriff works with the Cities, but does coordinate with other law enforcement providers as well. A Brief summary of the Sherriff is provided below.

The Sherriff has three offices, located in the City of South Lake Tahoe, the City of Placerville, and the community of El Dorado Hills. Additionally, the Sherriff operates the Placerville Jail and the South Lake Tahoe Jail. The Sherriff is planning to begin utilizing a technology-based inmate tracking system in the next year. This system would also provide wireless links between patrol vehicles and data systems.

The Sheriff is responsible for the care and custody of persons within jails, as set forth in the government and Penal Codes. The Placerville and South Lake Tahoe County jails are Type II facilities and may house both pre-sentenced and post-sentenced male and female defendants. Placerville has a State Board of Corrections-rated capacity of 243 beds. South Lake Tahoe jail has rated capacity of 126.

In 2001, the Sherriff's Investigative Division moved to a new office building. The building had become known as the Logan Building and is located on the East Side of Diamond Springs. The office space was outfitted with all new personal workstations as well as the latest in electronic equipment with state of the art computerization. The new office space has a cafeteria, conference room, several individual offices and a waiting area for clients.

The Sheriff's Patrol Services Division is made up of 150 deputies responsible for law enforcement for the county's 1,800 square miles of territory. The rural and geographical nature of the county offers a variety of outdoor activities and law enforcement challenges. Specialized units with the patrol services division were created to meet the challenges in patrolling the county. The Patrol Division includes the following special units: Boat Patrol, Citizens' Academy, Explorer Scouts, K-9 Unit, Sheriff's Reserve, SWAT Team and STAR Program. The Sheriff is also responsible for public services including 911 Emergency Dispatch, the Sheriff's Office of Emergency Services, DARE for drug education, the Sheriff's Team of Active Retirees (STARS) offering numerous public services, vehicle abatement program, and civil administration services.

The Sheriff's website provides extensive information regarding their services. The Sheriff's website also offers many avenues for the community to contact the various departments within the Sheriff's Office. The Sheriff's Office provides law enforcement throughout the County, working with several law enforcement providers analyzed in this MSR. The Cities and Districts which work with the Sheriff's department appear to have a positive and mutually beneficial relationship with the El Dorado County Sheriff.

III. SUMMARY OF SERVICE PROVIDERS

Table 1.0-1 provides a summary of the service providers analyzed in this Municipal Service Review.

TABLE 1.0-1
SUMMARY OF SERVICE PROVIDERS ANALYZED IN THIS MUNICIPAL SERVICE REVIEW

District	District Population	District Area	Staffing	District Budget	Governing Body
Arroyo Vista CSD	124 registered voters	335 acres	none	\$108,193	Board of Directors
Cameron Estates CSD	549 registered voters	1,500 acres	1	\$140,000	Board of Directors
Cameron Park CSD	16,155	4,303 acres	none	\$3,916,487	Board of Directors
City of Placerville	5,191 registered voters	4,900 acres	82	\$15,423,675	City Council
City of South Lake Tahoe	23,609	10.0 sq. miles	81	\$87,320,177	City Council
Cosumnes River CSD	217 registered voters`	1,349 acres	none	\$47,095	Board of Directors
County Service Area No. 2	not provided	2,039 acres	1.5	\$81,895	El Dorado County Board of Supervisors
County Service Area No. 3	not provided	not provided	1.5	\$3,942,788	El Dorado County Board of Supervisors
County Service Area No. 5	not provided	not provided	1.5	\$316,487	El Dorado County Board of Supervisors

District	District Population	District Area	Staffing	District Budget	Governing Body
County Service Area No. 9	not provided	981,850 acres	1.5	\$940,900	El Dorado County Board of Supervisors
El Dorado Hills CSD	36,265	18,000 acres	49	\$7,359,771	Board of Directors
El Dorado Irrigation District	100,000 persons served	220 sq. miles	12	not provided	Board of Directors
Fallen Leaf Lake CSD	1,000 to 2,000 in summer	6.0 sq. miles	10	\$224,009	Board of Directors
Georgetown Divide PUD	15,000	72,000 acres	not provided	\$4,381,055	Board of Directors
Georgetown Divide Recreation District	134,000	412 sq. miles	4	\$240,436	Board of Directors
Greenstone Country CSD	700	2,265 acres	1	\$286,243	Board of Directors
Holiday Lake CSD	136	140 acres	none	\$16,522	Board of Directors
Kirkwood Meadows PUD	not provided	2 sq. miles	not provided	\$117,000	Board of Directors
Lakeview CSD	126 registered voters	189 acres	none	\$14,618	Board of Directors
Showcase Ranches CSD	185 registered voters	100 acres	none	\$29,218	Board of Directors
Springfield Meadows CSD	508 registered voters	250 acres	2	\$231,884	Board of Directors
South Tahoe PUD	not provided	not provided	not provided	not provided	Board of Directors
Tahoe City PUD	5,700 plus seasonal	22 sq. miles	34	\$9,504,451	Board of Directors
Tahoe Paradise Resort Improvement District	2,500	10 sq. miles	not provided	\$74,210	Board of Directors

IV. MSR ANALYSIS

Each report contains the following sections:

I. Setting. This section provides a description of the geographic service area and Sphere of Influence;

II. Growth and Population. This section presents information on the present and projected service area population, and describes land uses and significant growth areas.

III. Infrastructure. This section analyzes the sufficiency of physical infrastructure and facilities to serve present and projected needs of the area based on current and projected population growth.

IV. Financing Constraints and Opportunities. This section evaluates the finance plans, joint finance projects, and revenue sources of each service provider.

V. Cost Avoidance Opportunities. This section examines current practices, overlapping services, the transfer of costs to the public and inter-agency cooperation for the prospect of cost avoidance.

VI. Rate Restructuring. This section considers the current rate structure, including an analysis of frequency of rate updates.

VII. Opportunities for Shared Facilities. This section examines currently shared resources, facilities, personnel, and systems, as well as opportunities for expanded sharing.

VIII. Government Structure Options. This section reviews alternatives, such as formation and reorganization of new agencies and private sector opportunities. It also reviews previous restructuring efforts, as well as opportunities for and obstacles to restructuring.

IX. Evaluation of Management Efficiencies. This section reviews the current management structure, communication, and efficiency of the service providers

X. Local Accountability and Governance. This section analyzes the governing body, selection process, participation levels, and public access and interest of each district.

XI. Sphere of Influence Recommendations and Determinations. This section reviews the Sphere of Influence boundaries to determine whether any changes to the boundary should be made.

XII. Determinations. This section provides determinations with respect to the analysis factors described above.

V. CONCLUSIONS

The MSR/SOI updates for the special districts of El Dorado County will serve as the primary document for El Dorado LAFCO in its determinations on the provision of general government services in the county as a whole and within each agency reviewed in this report. This review will ensure that municipal and rural services are provided in the most efficient manner. This information will also be used by LAFCO to determine the appropriate Sphere of Influence for each agency, as well as to pursue changes to service or boundaries if necessary. Questions regarding the MSR/SOI update process can be directed to:

José C. Henríquez, Executive Officer
El Dorado LAFCO
550 Main St., Suite E
Placerville, CA 95667
(530) 295-2707

2.0 GENERAL GOVERNMENT SERVICE PROVIDERS

2.1 ARROYO VISTA COMMUNITY SERVICE DISTRICT

ARROYO VISTA COMMUNITY SERVICES DISTRICT

Contact Information

Address: 2061 Arroyo Vista Way
El Dorado Hills, CA 95762

Phone: (916) 933-0530

Email: WHWelty@aol.com

Management Information

Manager: None

Governing Body: Board of Directors

Board Members:

Michael Peters	Elected 2003 - 2007
Cathleen Klejwa	Elected 2005 - 2009
Garland E. Gagnon	Elected 2005 - 2009
Geoffrey S. Miller	Elected 2003 - 2007
William H. Welty	Elected 2003 - 2007

Board Meetings: Quarterly

Staffing: None, contracts for services

Service Information

Services Provided: Roadway maintenance

Latent Powers: Recreation and Parks maintenance

Area Served: 335 Acres

Population Served: 124 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$108,193

Sources of Funding: Property assessment and property taxes

Assessments: Developed Parcel: \$125, Undeveloped Parcel: \$100

Rate Structure: None

2.1 ARROYO VISTA COMMUNITY SERVICES DISTRICT

Arroyo Vista Community Services District indicated, in personal correspondence dated August 8, 2007, that they do not provide any of the services covered in this Municipal Service Review.

The District provides roadway services within their area, and does not provide parks and recreation, drainage, lighting or landscaping, law enforcement, mosquito abatement, solid waste or weed abatement service.

The District does provide road and road maintenance service within El Dorado County. Roadway service was previously reviewed in the El Dorado LAFCo *Municipal Services Review – Streets and Highway Services*, September 2007.

As the District does not provide any of the services covered in this MSR and has not provided any information regarding these services, there is no further analysis of this District presented as part of this review.

I. BIBLIOGRAPHY

Bill Welty; Arroyo Vista Community Services District. Email Correspondence RE: Municipal Service Review – Parks. August 8, 2007.

This page intentionally left blank.

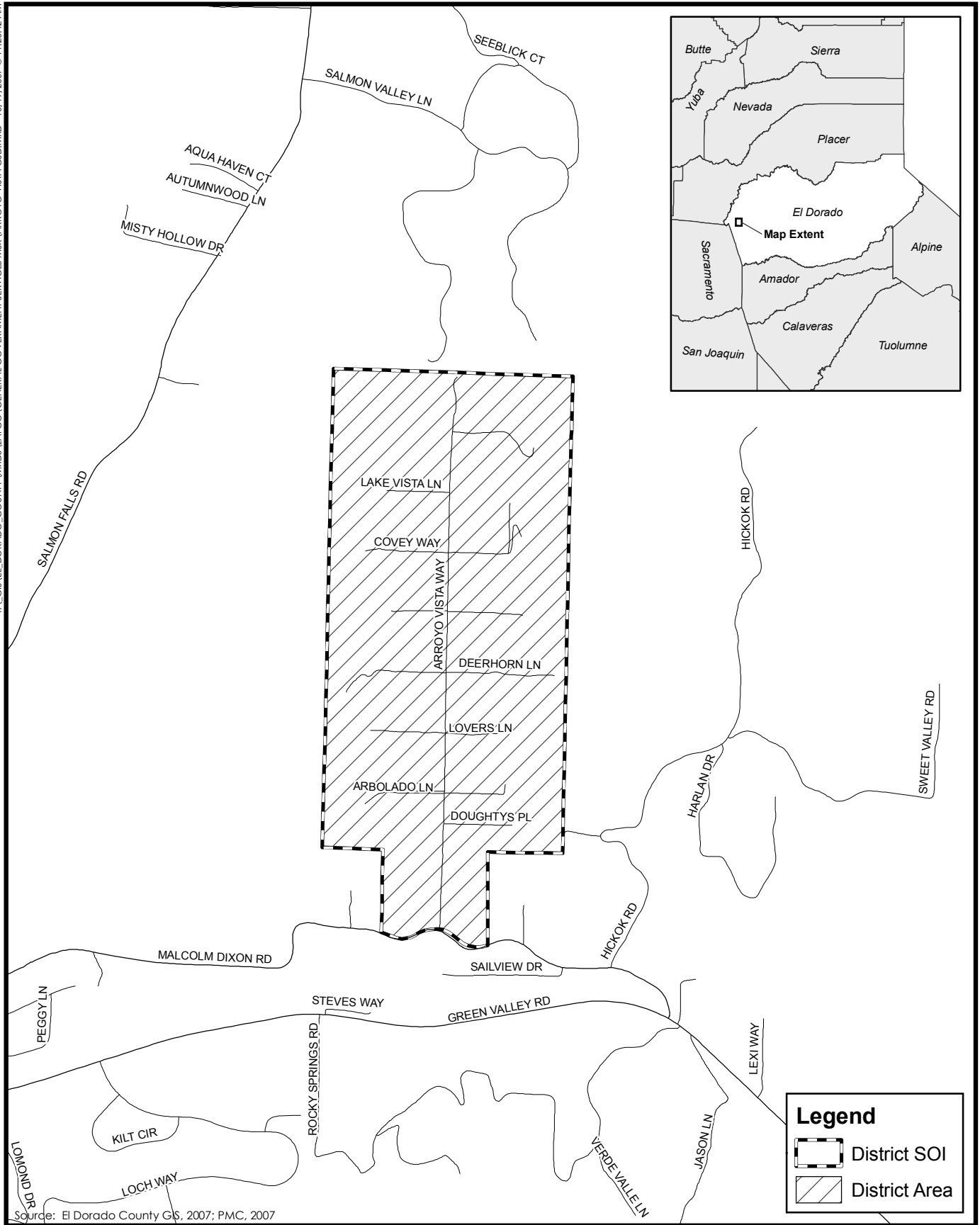


Figure 2.1-1
Arroyo Vista CSD

2.2 CAMERON ESTATES COMMUNITY SERVICE DISTRICT

CAMERON ESTATES COMMUNITY SERVICES DISTRICT

Contact Information

Address: P.O. Box 171
Shingle Springs, CA 95682

Phone: (530) 677-5889

Website: <http://www.cameronestates.net>

Management Information

Manager: Hope Leja

Governing Body: Board of Directors

Board Members: Dana Murphy BOS appointed 2007 – 2008
Doris Miller Elected 2006 – 2010
James Sholl Elected 2006 – 2010
John L. Lustig Elected 2004 – 2008
Mark S. Lewis BOD appointed 2006 – 2010

Board Meetings: 7:30 p.m. on the third Thursday of each month at Light of the Hills Lutheran Church, on 3100 Rodeo Drive in Cameron Park

Staffing: 1 part time

Service Information

Empowered Services: Roadway maintenance, definition of riding trails, water, fire, recreation & parks, police protection

Services Provided: Roadway maintenance

Area Served: Approximately 1,500 acres

Population Served: 549 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$140,000

Sources of Funding: Property assessment and property taxes

Assessments: \$250 per parcel

Rate Structure: None

2.2 CAMERON ESTATES COMMUNITY SERVICES DISTRICT

I. SETTING

Cameron Estates Community Services District (District) is located on the south side of US Highway 50 and Durock Road, approximately a quarter mile from Cameron Park Drive, in the Cameron Park area. The District is bounded by Highway 50, Rodeo Road, and Durock Road on the north, G3 Properties on the south, Shingle Lime Mine Road on the east, and Cambridge Road, Flying C Road, and Marble Valley on the west. District boundaries encompass 290 assessed parcels, approximately 1,600 acres. **Figure 2.3-1** shows the District's boundaries.

The District was formed on August 26, 1969, to provide access to residential homes located on parcels within the District's boundaries. The District is also empowered to provide maintenance to riding trails within the District. This is considered a parks and recreation service.

Services provided within the District's powers are authorized in their enabling legislation, codified in Government Code 61000-61220. The District does not provide additional services outside of their enabling legislation and service provided does not extend beyond designated service boundaries. The District is not contracted to provide service to other service providers.

The District has latent powers permitting the District to provide water, fire and police protection. The District has not expressed interest in activating the latent powers.

II. GROWTH AND POPULATION

The District is currently providing services to approximately 290 parcels within the District's boundaries. The District does not currently anticipate any significant future growth, population increases, or changes in land uses within District boundaries, as most of the parcels have been developed according to the designated zoning for the area. Twenty-six undeveloped parcels remain within the District's boundaries; with entitlements, the parcels could be developed into approximately 47 lots. No significant growth or population increases are expected to affect the District's ability to provide services. The District does not have any plans for future expansion.

The District has recently been advised of a possible annexation request of a small amount of lands into the District. The District's General Manager does not anticipate that the annexation will have a significant effect on the District.

There are parcels to the south, east, and west of the District that may request annexation, which could increase demands to the existing infrastructure. Development and annexation of those large parcels is considered speculative and not likely to occur in the next few years. It is unlikely that any annexations would be considered by LAFCO, until a landowner requests annexation.

This page intentionally left blank.

T:\GIS\EL_DORADO_COUNTY\WMS\LAFCO\GENERAL GOVERNMENT SERVICES MSR\CAMERON ESTATES CSD.MXD - 11/17/2007 @ 11:28:26 AM

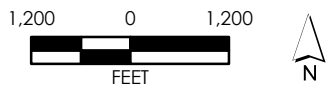
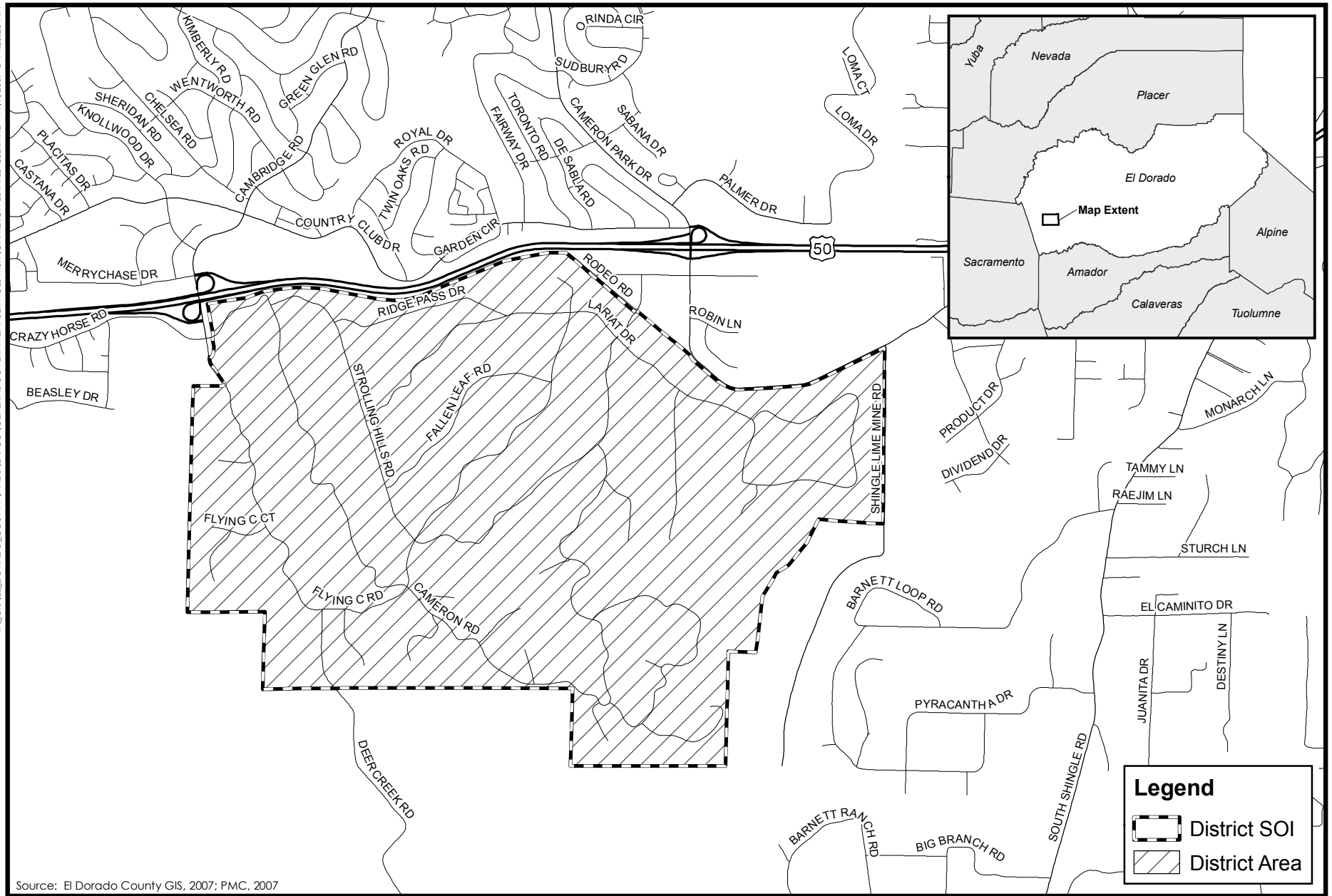


Figure 2.2-1
Cameron Estates CSD
PMC

III. INFRASTRUCTURE

This section identifies the District's trails infrastructure, and the adequacy of the trails to meet current demands. Planned improvements and financing for improvements are also described.

The District's General Manager indicated that the District maintains approximately 16 miles of horse trails within the District's boundaries. The trails are usable, however, improvements are needed. Planned improvements are the replacement of dirt on the trails. Ongoing maintenance includes weed abatement along the trails.

The District is currently in the process of acquiring funding for the improvement of the trails. The District plans to request increased assessments for the maintenance of horse trails.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the District, including financial statements, audits, and other budgetary documents, to assess the long-term financial viability of the District. Audited financial statements from fiscal years (FY) 2003 through 2006 and annual financial statements from FY 2006-07 were reviewed to determine the fiscal status of the District.

Community Services Districts in El Dorado County, including Cameron Estates Community Services District, typically rely upon property taxes, property assessments, to provide services. Properties are currently assessed \$250 annually per parcel. Property assessments have not been increased since 1986.

The FY 2006-07 budget estimates revenues from secured property taxes (\$60,000), direct assessments (\$75,000), and other miscellaneous revenues, totaling \$152,475. The carryover fund balance from the previous fiscal year is \$134,394, with total financing for the District of \$286,869. Major expenses budgeted include roadway maintenance (\$176,078)¹, legal services (\$15,000), and building maintenance and improvements (\$12,000), with total expenditures of \$244,993. The District anticipates expenditures exceeding revenues in FY 2006-07. However, with the addition of the carryover fund balance, the District is able to appropriate \$15,000 for contingencies, resulting in a balanced budget.

Audited financial statements from FY 2005-06 indicated that the District has \$138,012 in cash in the County Treasury. The actual financial statements generally concur with the District's budgets. The District accumulates funds annually and expends accumulated funds as needed.

¹ The District indicated that expenditures for trails maintenance are not delineated in the District's budgets and that financing for trails maintenance is included as a component of roadway maintenance financing.

In addition to budget information, Cameron Estates Community Services District provided financial audits from FY 2002-03 to FY 2005-06. The District's audits each provide a statement of assets and liabilities and a statement of the District's revenues, expenditures, and change in net assets. The latter statement is an indicator of the District's ability to meet its annual expenditures with available funds. A continual decline in net assets indicates deficit spending and may mean the District will encounter future financial problems. The District has indicated that this can be controlled by decreasing discretionary expenditures.

Table 2.2-1 provides a summary of Cameron Estates Community Services District's revenues, expenditures, and change in net assets from FY 2002-03 to FY 2005-06.

TABLE 2.2-1
CAMERON ESTATES COMMUNITY SERVICES DISTRICT: REVENUES, EXPENDITURES, AND NET ASSETS
FY 2002-03 TO FY 2005-06

	2002-03	2003-04	2004-05	2005-06
Total Expenditures ¹	\$53,633	\$259,803	\$47,162	\$258,002
Revenues – Property Taxes	\$57,859	\$61,949	\$63,122	\$73,092
Revenues – Direct Benefit Assessments	\$73,403	\$73,321	\$71,789	\$76,538
Revenues – Other ²	\$2,264	\$2,229	\$3,418	\$5,631
Total Revenues	\$133,526	\$137,499	\$138,329	\$154,991
Net Revenue (Deficit)	\$79,893	\$(122,304)	\$91,167	\$(103,011)
Net Assets – end of period	\$216,366	\$94,062	\$158,229	\$82,218

¹ Total Expenditures are included as one category, covering current operating expenditures for services provided.

² Revenues - Other is the total revenue from investment earnings and program revenues. These revenues are included as a sum instead of separate categories because neither are significant revenue sources for most of the years covered.

The information provided in **Table 2.2-1** shows general trends in the District's expenditures and revenues; however, there may be other factors which affect the District's financial stability. The District's audit gives a more detailed accounting of revenues and expenditures. This information was reviewed to further assess the District's financial stability, summarized immediately below.

The District's annual revenues increase each year (see **Table 2.2-1**). This increase seems to be due to normal increases in property taxes and direct assessments. There are no additional factors that are expected to affect the District's revenues.

The District's net assets include invested capital assets, cash, special assessment receivables, and undesignated assets. As shown in **Table 2.2-1**, the District's net assets change significantly from year to year. In some years, the District has high expenses for roadway maintenance. It is not clear from the information provided whether or not the District is fully able to recover financially from these expenditures. The District has stated that they are able to maintain a balanced budget by limiting the road maintenance work to high priority areas and decreasing discretionary expenditures. Additionally, the District's General Manager indicated that the District plans to attempt to increase assessments in 2008. The District does not have any outstanding debt.

The County handles the District's fiscal administration. All the District's funds are deposited into the County Treasury. The County Auditor's office manages the District's receivables and payables. The District submits payment requests or reimbursements to the County, which in turn sends payments to contractors.

The District currently appears to be financially stable, as the District is able to provide services. The District has been able to achieve a balanced budget by limiting the roadway maintenance and repair work to high priority areas. Additional funding is needed to improve the District's trails. Additional financing opportunities include increasing the property assessments under Proposition 218, which requires a two-thirds voter approval in order to increase assessments. In the past few years, voters twice turned down an increase in property assessments. No additional financing opportunities have been identified.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to a service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District utilizes a competitive bid process for the maintenance and upgrades of the existing roadways and indicated that a similar process may be used for trail maintenance, if the funding for improvements becomes available. Requests for proposals are published, depending on the need and the availability of funds. The competitive bid process has been effective in controlling costs, as it allows the District to select the lowest cost qualified contractor to provide services.

Volunteers from the community perform maintenance to the District's trails. Volunteers would be utilized in the improvements, though, as noted above, the District may also hire contractors for these tasks.

The cost avoidance opportunities that the District has utilized have been effective in controlling costs. No additional significant cost avoidance opportunities have been identified that would result in a significant reduction in costs associated with service provision.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the District, and the potential for the District to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations. The District did not indicate any opportunities for shared facilities. Trails are owned and utilized by district residents.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the District. California Government Code Section 61101-61120 enables the formation of Community Services Districts to provide trails construction and maintenance. Cameron

Estates CSD is an independent special district which has a separate board of directors not governed by other legislative bodies (either a city council or a county board of supervisors).

The District, in its current legal form, is able to function under its governmental structure. The existing structure of the District as a community services district is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations on the District to future service provision.

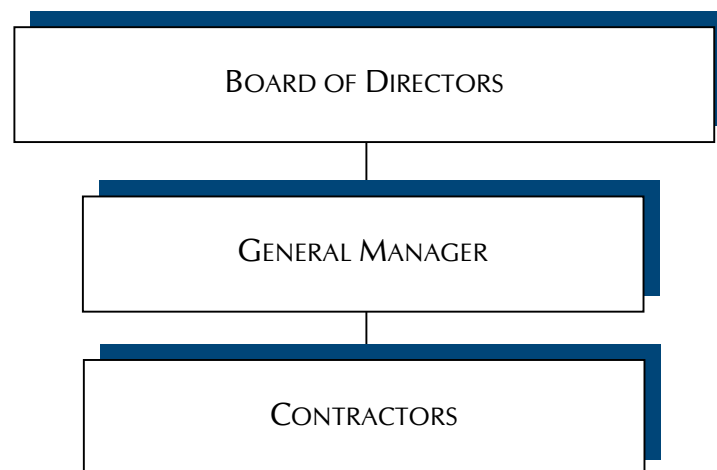
Transitioning the CSD to another government entity, such as another district or other form of local government, would be unlikely to result in significant efficiencies. It is unlikely that other governmental structures would result in a significant improvement in service. The current governmental structure is appropriate to provide adequate services.

Should financial or operational limitations lead to the District ceasing operations or pursuing options for alternative government structures, a homeowners' association may be the next best option to maintain the trails. While a homeowners' association is considered a non-profit corporation, the association may be able to continue to provide trail maintenance services. A homeowners' association would allow residents to retain local control and could allow greater flexibility in increasing special assessments to provide additional funding. This may involve the dissolution of the District and transferring roadway maintenance responsibilities to the new homeowner's association, or a contractual relationship in which the District and HOA continue to exist independently.

The District employs one half-time staff member, a General Manager/Secretary. **Figure 2.2-2** shows the District's current organization structure. Community volunteers perform trails maintenance, and contractors are hired as needed.

The District has not expressed interest in changing the current District boundaries. Residents within the District are the primary users of the trails within the District. Service provided is adequate within the District's existing boundaries, and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided.

FIGURE 2.2-2
CAMERON ESTATES CSD ORGANIZATIONAL CHART



VIII. LOCAL ACCOUNTABILITY

The District's governing Board of Directors is composed of five officials elected by voters to four-year terms. The board elections are held every two years. Terms for the board members are staggered, with two or three terms maximum expiring at the same time. Currently, two terms expire in December 2008 and three in December 2010. Board members are comprised of registered voters within the District. Board members are paid \$80 per regular meeting and \$60 per additional meeting per month.

The board creates policy by adopting resolutions or ordinances through duly noticed public hearings. District board meetings are regularly held at 7:30 p.m. on the third Thursday of each month at Light of the Hills Lutheran Church, located at 3100 Rodeo Drive in Cameron Park. Meeting announcements and notices are posted at the three main entrances to the District and published in the monthly newsletter sent to residents prior to the board meeting. Board meetings and notices appear to be consistent with Brown Act requirements which govern open meetings for local government bodies. There appear to be ample opportunities for public involvement and input at meetings.

The monthly newsletter sent to District residents contains information pertaining to District operations and actions taken by the board and encourages public comments. The District occasionally sends out surveys regarding various topics and always has a comment area where residents can and do voice their opinions.

A volunteer within the District maintains a District website, which can be accessed at <<http://www.cameronstates.net>>. The District's General Manager indicated that feedback is received through the website as well as the methods indicated above.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the District are primarily residential. Planned land uses are anticipated to remain the same as current land uses.

- 2) The present and probable need for public facilities and services in the area.

Present needs for recreation services – trails, are currently being met. No new facilities are planned.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

Present capacity of trails is considered by the District to be less than adequate and improvements are planned.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

Social or economic communities of interest in the area include the nearby communities of Cameron Park and Shingle Springs.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Demands for service are not increasing. No significant growth or population increases are anticipated by Cameron Estates CSD. There are parcels adjacent to the District that may request annexation into the District. Current land uses are primarily residential and are anticipated to stay the same.

Infrastructure

Cameron Estates CSD's current infrastructure consists of approximately 16 miles of trails and gates at each of three entrances. Volunteers perform trails maintenance, consisting primarily of weed abatement. The District indicated they may contract out for needed improvements, including the replacement of dirt on the trails. The Cameron Estates CSD does not have plans for expansion of infrastructure or facilities.

Financing Constraints and Opportunities

The Cameron Estates CSD is financed by assessment and property taxes, which are currently adequate for high priority maintaining and repairs. Additional funding is necessary for needed trails improvements. The District does not have outstanding debts. The District has accumulated some reserves for critical roadway maintenance. Fiscal year 2007 budgeted revenues are greater than expenses. The Cameron Estates CSD's budget is balanced. Audited financial statements generally concur with the budget. The Cameron Estates CSD has attempted to increase property assessments, but the increase was not approved by voters. No additional significant financing opportunities have been identified.

Rate Restructuring

The Cameron Estates CSD does not charge any rates for services, which is appropriate for the type of services provided. The District is financed by assessment and property taxes.

Cost Avoidance Opportunities

The Cameron Estates CSD appears to be utilizing a sufficient range of cost avoidance opportunities for trails maintenance, including bidding of and utilizing contract services and use of volunteers. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

The Cameron Estates CSD does not own any facilities and does not share any facilities with another provider; no significant opportunities for shared facilities have been identified.

Government Structure Options

The Cameron Estates CSD is the only agency providing trails maintenance within its jurisdictional boundary. The overall management structure of the District is sufficient to perform necessary services and maintain operation in an efficient and effective manner. The Cameron Estates CSD's service boundaries are appropriate for the current services provided. If an alternative governmental structure option becomes necessary, transferring trails maintenance responsibilities to a homeowners' association may be the next best option. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

Evaluation of Management Efficiencies

The Cameron Estates CSD is operating efficiently under its existing structure with a balanced budget and the use of several cost reducing strategies. Fiscal year 2006-07 financing sources equal financing uses, with an appropriation for contingencies. The District currently employs one part-time staff member, utilizes volunteers, and contracts for services when needed.

Local Accountability

The Cameron Estates CSD's board is elected by voters within the District. Board meetings appear to be held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input. No significant issues regarding local accountability were noted.

XI. BIBLIOGRAPHY

County of El Dorado, Independent Special Districts Fiscal Budgets for the Fiscal Year 2006-2007.

Cameron Estates Community Services District, *Recommended Roadway Upgrades and Maintenance Guidelines*, October 25, 2005.

Vaughn Johnson, *Independent Auditor's Report – FY ending 2005 and 2006*, December 20, 2006.

Cameron Estates Community Services District, *CECSD Newsletter*, January – February 2007.

Correspondence and personal communication with Hope Leja, General Manager/Secretary, Cameron Estates Community Services District, April 18–24, 2007 and February 2008.

2.3 CAMERON PARK COMMUNITY SERVICE DISTRICT

CAMERON PARK COMMUNITY SERVICES DISTRICT

Contact Information

Address: 3200 Country Club Drive
Cameron Park, CA 95682

Phone: 530-677-2231

Website: www.cameronpark.org

Management Information

Manager: Tammy Mefford; General Manager

Governing Body: Board of Directors

Board Members: Dale Gerger (president)
David Johnson (vice president)
Alan Clarke
Kenneth Cater
Valerie Coze

Board Meetings: Third Wednesday of every month, 7:00 pm in the meeting room at 3200 Country Club Drive, Cameron Park, CA

Staffing: Engineer of work: SCI Consulting Group

Service Information

Empowered Services: Water, sewer, solid waste, fire protection and emergency services, parks and recreation, landscaping and lighting, mosquito abatement, police protection, library services, road maintenance, drainage, CC&R enforcement and weed abatement.

Services Provided: Fire protection and emergency services, parks and recreation and open space management, landscaping and lighting, CC&R enforcement and weed abatement.

Latent Powers: Water, sewer, solid waste, mosquito abatement, police protection, library services, road maintenance and drainage.

Area Served: 4,303 acres, or 6.7 square miles.

Population Served: 16,155

Infrastructure: 149.2 acres of active parks, unimproved park sites and open space and 790 street lights .

Fiscal Information

Budget: Total Expenses 2004: \$3,916,487

Sources of Funding: Assessments for CC&R and lighting districts and park impact fees.

Rate Structure: Park Impact Fees, Lighting District Fees and Recreational Fees.

2.3 CAMERON PARK COMMUNITY SERVICES DISTRICT

I. SETTING

Cameron Park Community Services District is a full service District created in 1961 by a voter-approved ballot measure and County Board of Supervisors Resolution No. 97-61.

The District was formed pursuant to Government Code sections 61000 *et seq* and 61601.10. The District's mission is to provide community residents and visitors with fire protection and emergency services, a variety of parks, lakes, streams, reserves and open spaces, including their maintenance and a broad range of recreational programs, organized sports and activities suited to community interests for all ages and abilities.

Area Served

The District provides service to most of the Cameron Park community between El Dorado Hills, Shingle Springs and Rescue. In the summer of 2000, Cameron Park Community Services District encompassed about 4,303 acres, or 6.7 square miles. Cameron Park is a broad, relatively flat valley that extends in a north-south direction from the vicinity of the El Dorado Royal Country Club to the north of Green Valley Road. Two north-south trending ridgelines, roughly parallel the boundary of the District, form the valley. The two major north-south roads in the area are located along the bases of these ridges; Cameron Park Drive on the east and Cambridge Road on the west. The District's boundaries are included in **Figure 2.3-1**.

Most of the District's territory is built-out with residential development. This has resulted in a high population density relative to the extensive undeveloped areas surrounding the District.

The District has created several landscape and lighting maintenance sub-districts within the District's boundaries. These sub-districts were formed in order to provide funding for the maintenance and improvement of landscaping and lighting facilities within their boundaries. Each sub-district generally covers the area of a single subdivision.

The District is bounded on the west by El Dorado Hills County Water District, on the north by Rescue Fire Protection District, and on the east and south by El Dorado County Fire Protection District. Some portions of the Cameron Park Community Services District overlap with Rescue Fire Protection District and El Dorado County Fire Protection District. These areas, called "limited service areas", were annexed into Cameron Park Community Services District to receive services (such as recreation, lighting and landscape, etc.) other than fire service.

The limited service areas remain under the jurisdiction of other fire providers. Analysis of the District's relationship with surrounding fire districts is contained in the El Dorado County *Countywide Fire Suppression and Emergency Services Municipal Services Review* (August 2006), however; a review of the District's boundaries, with respect to these limited service areas, may help determine the appropriateness of the District's current boundary.

Further, the District operates recreational facilities which are utilized by residents from outside of the District's residence area. The District has indicated a desire to expand District boundaries to include the communities of Rescue and Shingle Springs.

Services Provided

The District is empowered to provide water, sewer, solid waste, fire protection and emergency services, parks and recreation, landscaping and street lighting, mosquito abatement, police protection, library services, road maintenance, drainage, CC&R enforcement and weed abatement. The District provides fire protection and emergency services, parks and recreation, street lighting, CC&R enforcement and buffer district management.

Weed abatement services are conducted by the fire department, and are discussed in the El Dorado County Fire Suppression and Emergency Services MSR.

Mosquito abatement is provided by the County and solid waste services are contracted out to the County. The current solid waste contract will come up for renewal in 2012 and the County and the District are currently in the process of creating a franchise agreement for solid waste service.

The District provides landscaping and lighting services to 19 individual sub-districts, created within the Cameron Park Community Services District.

The District maintains parks and recreation facilities. The District's parkland-per-population standards are provided in the Cameron Park Community Services District Recreation Facilities Master Plan (2000) and are shown in **Table 2.3-1**.

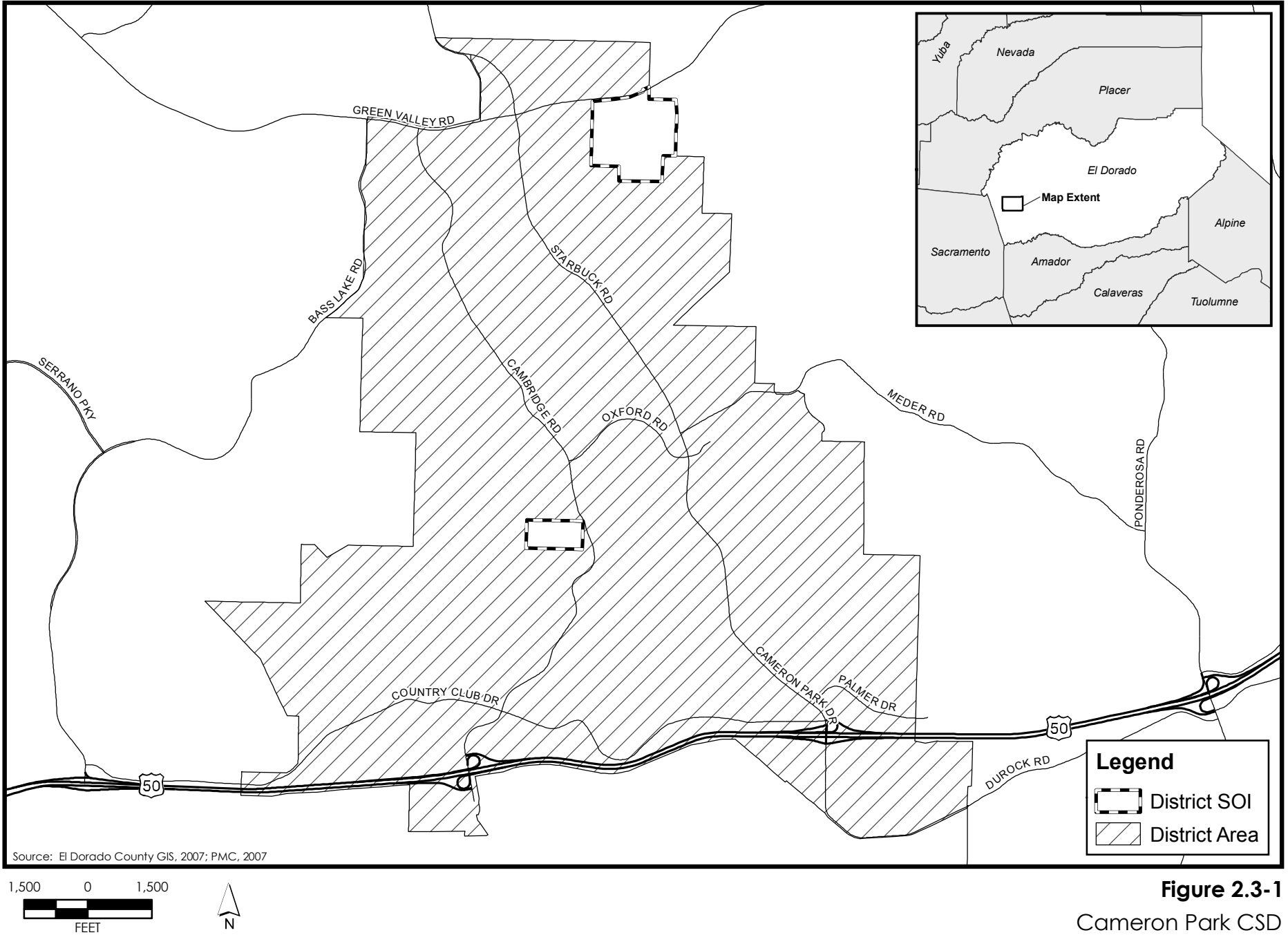
TABLE 2.3-1
CAMERON PARK CSD PARKS STANDARDS¹

Classification	Acres per 1,000	Size range	Population served	Area served
Neighborhood	2.0	2 to 10 acres	500-1,000	Up to ½ mile
Community	3.0	10 to 100 acres	5,000-25,000	1 to 3 miles
Open Space Preserves	5.0	10 to 1,000 acres	Entire population	All of Cameron Park CSD
Total	10.0			

Source: Cameron Park Community Services District Recreation Facilities Master Plan. 2000.

The District's overall park standard is 5.0 acres of developed parkland per 1,000 population. In addition to this standard, the District has proposed an additional open space requirement of 5.0 acres per 1,000 population. Open space includes creek corridors, trails, slope easements, wetlands and other undeveloped natural lands.

The District has also set population-based standards for other types of recreational facilities, including baseball diamonds, softball diamonds, tennis courts, soccer fields, swimming pools and community centers.



In addition to parks and recreation facilities, the District offers a wide range of recreational programs, classes and events for adults and children. These programs are run by the District's recreation supervisor and full-time and seasonal staff. Children's programs include ballet, karate, aquatics programs, basketball, T-ball, volleyball, tennis and sports camps. Adult recreation programs primarily consist of softball. In addition to these regular programs, the District also hosts special events, typically associated with holidays.

Lastly, the District performs enforcement of CC&Rs to maintain a uniform standard of development within the area. The District has a CC&R compliance officer, and an Architectural Review Committee which meets weekly to review construction plans.

II. GROWTH AND POPULATION

The District's Master Plan projects a population of no more than 20,000 by the year 2010. This plan includes a table of population projections for each year until 2015, showing a total population of 19,608 in that year.

The Cameron Park Community Services District Park Impact Fee Nexus Study (Nexus Study – 2006) was conducted to determine appropriate increase in park impact fees for development projects. Population estimates from the Nexus Study are shown in **Table 2.3-2**.

**TABLE 2.3-2
CAMERON PARK CSD PROJECTED POPULATION¹**

2007	2008	2009	2010	2015
16,155	16,352	16,592	16,836	18,110

¹ These numbers are based on a population growth rate of 1.47%, as per the Sacramento Area Council of Governments rate for unincorporated areas of El Dorado County.

The population projections shown in **Table 2.3-2** estimate a 2,000 person growth in population for Cameron Park within the next eight years, and a 700 person growth in population within the next three years. The District's general manager noted two planned developments within the District's area; Silver Springs and Bell Woods subdivision projects, which will contribute to the projected population growth.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

Fire

The District owns and operates fire stations and fire emergency vehicles and equipment. Fire infrastructure and service are addressed in the El Dorado County *Countywide Fire Suppression and Emergency Services Municipal Services Review* (August 2006).

Parks and Recreation

In 2000, the District produced a Parks and Recreation Master Plan (Master Plan). The Master Plan serves as a guiding document for park and recreational facilities

improvements over the time period of the plan (roughly 2000-2010). The District's Master Plan was completed in November of 2000.

At that time, the District owned and operated 149.2 acres of active parks, unimproved park sites and open space. This area includes 56.2 acres of developed parks, 48.0 acres of undeveloped parks, and the surface area of Cameron Park Lake; 45.0 acres. Of the 56.2 acres of developed parklands, 29.4 acres are considered neighborhood parks (serving a ½ mile area) and the remaining 16.8 acres are considered community parks (serving an area of one to three miles). **Table 2.3-3** lists the District's parklands and facilities, as documented in the Master Plan. Lands owned and operated by the District were usually acquired as subdivision parklands dedications.

**TABLE 2.3-3
PARK LAND INVENTORY CAMERON PARK CSD¹**

Developed Active Parklands:	Acreage	Existing Facilities
Park/Facility Name		Facilities
Cameron Park Lake	Land - 6.4 Lake – 45.0 Total - 52.6	2 million gallon filtered pool, volleyball court, walking-jogging trails, gazebo, boat rentals, picnic area, tennis courts, play equipment, parking, gatehouse.
Rasmussen Park	10	Softball, play area, barbecues, horseshoes, turf area
Eastwood Park	2.6	Landscaped open space, informal picnic area
Christa McAuliffe Park	6	Soccer, playground, picnic area, paved parking
David West	2.1	Baseball, picnic areas
Northview	6	Playground, path connecting to Rasmussen Park.
Gateway Park	7.8	Informal turf play area.
Royal Oaks Park	10.4	Trails.
Hacienda Park	4.9	Trails, par course, picnic area.
Total Developed Active	Land – 56.2 Water – 45.0	
Undeveloped Parklands:	Acreage	Planned Facilities
Park/Facility Name		Facilities
Knollwood Park	6.5	Surplus land, but retain a corridor for pedestrian and bicycle access to the west.
Sandpiper Park	1.8	Surplus land.
Bonanza Park	10.6	Improve access from Spill Way and Salida Court; add two soccer fields and two softball overlay fields.
Community Center Site	4.1	Develop according to community center plan.
Cameron Meadows	22	Add parking, two soccer fields and two softball overlay fields.
Total Undeveloped:	48	
Total Park Acreage:	149.2	

¹ Source: Cameron Park CSD Recreation Facilities Master Plan. 2000.

The District estimated the population in January of 2000, at 16,400 persons. Using the above standards, a population of 16,400 requires 32 acres of neighborhood parks and 48 acres of community parks to meet demands. In 2000, the District actually had 29.4 acres of neighborhood parks and 16.8 acres of community parks. This was a deficit of 2.6 acres of neighborhood parks and 31.2 acres of community parks. In addition to these required parklands, the District wants to have five additional acres of open space per 1,000 population. In 2000, the District had 48 acres of open space and a population of 16,400. This population requires 80 acres of open space, therefore; the District was 32 acres short of its desired open space acreage in 2000.

Since the publication of the Master Plan, the District has obtained some lands through the development impact process, however; these lands are generally small neighborhood parks and have not yet been constructed into recreational facilities, nor significantly increased the overall acreage of parklands.

The Master Plan projects a population of 18,474 for 2008 and shows the required parklands for this population are 37 acres of neighborhood parks, 57 acres of community parks and 92 acres of open space. Given that the District has not had a significant increase in parklands, either through the purchase of new lands, or the dedication of parks as part of the development process, the District now has a greater deficit in parklands. Based on the amounts of parkland owned by the District in 2000, the Master Plan projects a deficit of 7.6 acres of neighborhood parks, 38.2 acres of community parks and 44 acres of open space, in 2008.

The District provides recreational programs at facilities located throughout the District. The District's Master Plan indicates a lack of facilities for recreational programs. In 2000, most programs were located in the Cameron Park Mini Community Center and local schools, such as Camerado Springs and Blue Oak schools, which were rented on an hourly basis. The District's General Manager indicated that buildings are now leased out for recreational programs.

Considering the population growth projected in the Master Plan, the Park Impact Fee Nexus Study, and the District's standards for facilities-per-population, there is a need for additional park and recreation facilities. Planned improvements are discussed below.

Landscaping and Lighting

The District maintains street-lighting and landscaping equipment and facilities. Each year the District completes a Landscaping and Lighting District Engineer's Report (Engineer's Report), to assess the needs of each sub-district, and determine appropriate changes in fees. Landscaping and lighting services are provided to sub-districts within Cameron Park Community Services District. **Table 2.3-4** summarizes the street lighting facilities owned, maintained and serviced by the district and indicates which sub-districts receive landscaping services.

TABLE 2.3-4
CAMERON PARK CSD STREET LIGHT FACILITIES, BY DISTRICT¹

Sub-District	Streetlights	Landscaping
Airpark	118	
Unit 6	112	
Unit 7	75	
Unit 8	88	
Viewpointe	42	
Goldorado	23	
Unit 11	44	
Unit 12	76	
Cameron Woods 1-4	42	
Bar J 15A Country Club	105	Landscaping etc.
Bar J 15B Merrychase	8	Landscaping etc.
Creekside	12	
Eastwood	9	Landscaping etc.
David West		Landscaping etc.
Cambridge Oaks	9	
Northview	10	Landscaping etc.
Cameron Valley	9	Landscaping etc.
Cameron Woods 8	8	
Silver Springs	0	
Total	790	

¹ Source: Cameron Park Community Services District Landscaping and Lighting Assessment Districts Engineer's Report. May 2007.

Street lighting maintenance is performed by PG&E, though power is paid for by the District. Landscaping services include irrigating landscaped areas and trees, maintaining concrete walkways and other outdoor features, maintaining recreational areas including; picnic tables and dog walking areas, and sidewalk installation and improvements. Landscaping services, and therefore fees, vary among the sub-districts.

The District did not indicate any deficiencies in the street lighting and landscaping areas. The only new improvement noted in the Engineer's Report is the installation of bark in Northview sub-district. The cost of this improvement is estimated to be \$285 and will be funded by the sub-district fees. All other improvements included in the Engineer's report are part of regular maintenance.

Planned Facilities

The District plans to construct a new community center in 2007 or 2008. The community center will include a recreational swimming pool, competition swimming pool, assembly hall with stage, dance studio, teen room and kitchen and a gymnasium with large

meeting rooms, locker rooms and pool access. Financing for the community center will come from an \$8 million tax bond and a \$1 million interest loan. The District has indicated that it is approximately \$4 million short of the expected cost of completion of this project. Plans for the community center are on hold as of October 2007, due to a lack of funding.

The community center will meet the District's level of service for swimming pools and other facilities, but will not significantly increase the total acres of parklands within the District. As noted above, the District has acquired most of its parklands through subdivision dedications and the Master Plan indicates that this same dedication process is anticipated to continue to be the major source of parklands in the District.

Developers may choose to pay in-lieu fees to the District, rather than dedicate land for parks. These fees are utilized by the District to acquire lands and construct new recreational facilities. The District's Nexus Study determined the appropriate increase in development impact fees and the new fees were adopted September 19, 2007. It is anticipated that the increased fees will enable the District to fund the acquisition and development of new parklands and decrease the deficit in parklands-per-population acreage.

IV. FINANCING AND RATE RESTRUCTURING

The District provided financial statements for the years ending June 30, 2002, 2003 and 2004. Additionally, the District provided their fee schedule.

Financial Statements

Financial statements from FYs 2002 to 2004 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The District's financial statements include statements of net assets, and changes in assets for each year. These statements also include a summary of the District's expenditures and revenues. The District's financial stability can be determined with a review of the yearly revenues and expenditures and examination of the changes in net assets.

The District's statement of net assets for the year ended June 30, 2004 shows \$13,562,844 in total assets. Total assets include cash in the county treasury, imprest cash, special assessments, other receivables, internal receivables, land and other capital assets. Total liabilities for that year were \$330,737. Liabilities include accounts payable, salaries and benefits, long-term liabilities, and compensated absences. The District's total net assets (total assets minus liabilities) for FY 2003-04 were \$13,232,107.

For the year ended June 30, 2004, the District's expenses included \$321,355 in administrative expenses, \$2,169,851 in public safety expenses, \$516,760 for parks, \$366,045 for recreation, \$64,743 for CC&Rs, \$127,602 for maintenance and lighting districts, and \$350,131 for depreciation and disposed assets. Total expenses for the year ended June 30, 2004 were \$3,916,487.

The District's revenues are divided into general revenues and program revenues. Program revenues included charges for services (\$310,204), revenues from other governmental agencies (\$691,709) and miscellaneous revenues (\$72,294). Total program revenues were \$1,074,207. In FY 2003-04, general revenues came from property taxes

(\$2,488,073), direct benefit assessments (\$298,158), development fees (\$521,284), investment earnings, interest and rents (\$36,032). Total general revenues were \$3,343,547.

Accounting for expenses, program revenues and general revenues, the District's total net income for the year ended June 30, 2004 was \$501,267. This income, in addition to a \$249 change in special park and recreation funds, brought the District's total net assets up from \$12,730,591 at the beginning of the year, to the total net assets shown above; \$13,232,107 at the end of the FY 2003-04.

The District indicated it does not currently have any debt. The District has taken on an \$8 million Bond, however; this bond has not been utilized as of October 2007, as this bond is for the construction of the community center, which has not yet begun.

Fee Schedule

The District is financed through assessments for CC&R and lighting districts and park impact fees. The District indicated that fees are not sufficient to cover expenses. This issue is analyzed in the District's nexus study.

Parks and Recreation

The District charges fees for participation in recreation programs. These fees are intended to cover the costs of the programs. The District also charges fees for entrance into/use of Cameron Park Lake.

The District collects park impact fees from new developments. Fees are used to purchase new parklands and develop facilities and recreation areas. Due to the inadequacy of fees to pay for the District's demand for parks and recreation areas and facilities, the District completed a Park Impact Fee Nexus Study in November of 2006. This report analyzes the need for updated fees and estimates the most appropriate amounts for new park impact fees.

The Nexus study is based on the Quimby Act and County standard of 5.0 acres of parkland per 1,000 population and the District's own level of service standards for other recreational facilities. The nexus study uses inputs including these service standards and the costs to purchase and develop land with parks and recreational facilities. The Nexus Study recommends that the District's park impact fees be updated, as shown in **Table 2.3-5**.

TABLE 2.3-5
CAMERON PARK CSD – PROPOSED PARK IMPACT FEES

Land Use Category	Parkland Acquisition Fee per Unit	Park Facilities Fee per Unit	Total Proposed Park Impact Fees
Residential Per Unit			
Single Family-Detached	\$3,037	\$4,984	\$8,021
Single Family Attached	\$2,248	\$3,690	\$5,939
Multi Family Unit	\$2,325	\$3,816	\$6,141
Mobile Home Unit	\$1,503	\$2,467	\$3,970

Source: Cameron Park Community Services District Park Impact Fee Nexus Study. 2006.

The District's fees were updated in September 19, 2007. Current fees are reflected in the **Total Proposed Park Impact Fees** column of **Table 2.3-5**.

CC&R

The District collects a fee of up to \$12 per parcel per year for the enforcement of CC&Rs within the District. The District also collects fees for architectural review in the enforcement of the CC&Rs. The architectural review fees are listed below:

- New home \$270
- Room addition \$100
- Swimming pool \$100
- Storage shed \$50
- Roof \$50
- Paint \$35
- Deck, porch, patio cover, trellis \$35
- Fence or retaining wall \$35
- Landscaping \$35
- Tree removal \$35
- Miscellaneous: solar, dish, play structure or Basketball hoop \$35

Landscape and Lighting Districts

Landscaping and lighting service is provided to several sub-districts within Cameron Park Community Services District. Each landscaping and lighting district pays a specific amount, based on the services provided, and the number of residents receiving the services. The fees levied for each district are shown in **Table 2.3-6**, below.

**TABLE 2.3-6
CAMERON PARK LANDSCAPING/LIGHTING FEES**

District	Fee per parcel	Eligible for increase?
Airpark	\$63.02	no
Unit 6	\$54.50	no
Unit 7	\$36.18	no
Unit 8	\$36.20	no
Viewpointe	\$45.06	no
Goldorado	Determined by parcel size; \$21.29 to \$817.79	no

District	Fee per parcel	Eligible for increase?
Unit 11	\$22.42	no
Unit 12	\$37.28	no
Cameron Woods 1-4	\$47.50	no
Bar J 15A Country Club	\$48.24	no
Bar J 15B Merrychase	\$190.04	no
Creekside	\$31.00	no
Eastwood	\$223.54	no
David West	\$127.30	Up to 5% per year or \$165 max.
District	Fee per parcel	Eligible for increase?
Cambridge Oaks	\$14.88	no
Northview	\$324.00	no
Cameron Valley	\$106.52	no
Cameron Woods 8	\$94.00	Up to 3% per year
Silver Springs	0.00	Up to 4% per year

Source: Cameron Park Community Services District Landscaping and Lighting Assessment Districts Engineer's Report. 2007.

The report states the fees to be levied in the 2007-08 year. The numbers shown in **Table 2.3-6** reflect a 5% increase in David West and a 3% increase in Cameron Woods 8 and indicate that no fees will be levied in Silver Springs in the 2007-08 year.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

Cost avoidance opportunities utilized by the District include the use of volunteers for flower planting and the use of a competitive bid process for contracted services. The competitive bid process allows the District to choose the best qualified contractor with the lowest cost. The District also leases out buildings for recreational programs and classes and indicated they search for the most cost effective option when leasing buildings for classes and programs. No additional cost avoidance opportunities were identified.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District utilizes mutual aid agreements with surrounding fire and emergency service providers. This is covered in the El Dorado County Fire Suppression and Emergency Services MSR.

Additionally, the District leases buildings for recreational programs and classes. No additional opportunities for shared facilities were identified by the District.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

Cameron Park Community Services District is an independent district, formed under enabling legislation government code sections 61000 to 61963 and 61601.10. The current boundaries of the District are consistent with those of the Cameron Park community, and represent a logical governmental organization. The District has indicated a desire to expand the Sphere of Influence and the District boundaries to include portions of the communities of Shingle Springs and Rescue. The expansion of the District to include these additional communities would affect rates, service levels, and revenues of the District. No formal analysis has been made to determine the extent of the financial and operational impacts of such an expansion of the District's boundaries or SOI. There is no information on record to indicate a lack of services within the communities of Shingle Springs and Rescue, and there is no data to show whether these areas would receive a higher level of service under the Cameron Park CSD.

The District operates under a five-member board of directors (Board). Board members are elected by the community to four-year, overlapping terms.

The District employs a General Manager, Park Superintendent, Park Supervisor, Maintenance staff, seasonal staff, finance staff, CC&R compliance officer, recreation supervisor, recreation coordinator, seasonal lifeguards, kiosk concession, CDF battalion chief and staff. **Figure 2.3-2** represents the District's organizational structure. The District has indicated that current staffing levels are not sufficient for the level of service provided, however; it is noted that the level of staffing for the new community center will be determined based on demand.

The District indicated that it has a good relationship with the County. The District did not indicate any consideration of merging with any other service provider, or discuss any efficiencies that may be gained by transfer of services to another agency.

Several services are contracted out to other entities; Security Service is contracted out to Capitol Patrol. Some fire emergency services are contracted out to the California Department of Forestry and Fire Protection (CDF). The District has indicated the services provided by contractors are satisfactory, however it is uncertain whether the District will continue to have sufficient revenues to support future increased contracting costs.

VIII. LOCAL ACCOUNTABILITY

The District has a five-member board of directors which is elected by the community. The current board members' terms expire in 2008 and 2010. Meetings are held the third Wednesday of every month at 7 pm. Meetings are held in the meeting room at 3200 Country Club Drive, in Cameron Park. Meeting notices are posted at Fire Stations 88 and 89 and at the library.

Each year the District completes an Engineers Report for the landscaping/lighting sub-districts. The District must make this report available for public review and the update of assessments must be approved at a public hearing.

Cameron Park Community Services District held community workshops in preparation of its Master Plan document.

The District's website provides opportunity for residents to give feedback. Residents are able to contact any director or general manager through the website. The District also receives feedback, in the form of surveys, from participants in recreational programs and special events.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

The District area is mostly built out with residential and commercial development. There are limited other land uses within the District's area and limited area for growth.

- 2) The present and probable need for public facilities and services in the area.

The District will require the construction of a new community center, and acquisition and development of parklands in order to maintain the District's preferred level of service.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District provides adequate public services, and will continue service provision at acceptable levels, with the construction of the community center, and acquisition of parklands.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The District is located within the unincorporated community of Cameron Park. No additional communities of interest are located within the District boundaries.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Cameron Park Community Services District predicts the population to grow, over the next ten years, by approximately 2,000 residents. The District plans for growth by conducting impact fee studies and annual Engineer's Reports. The District also has a Recreation Facilities Master Plan (2000) in place. This document identifies current and future recreation needs.

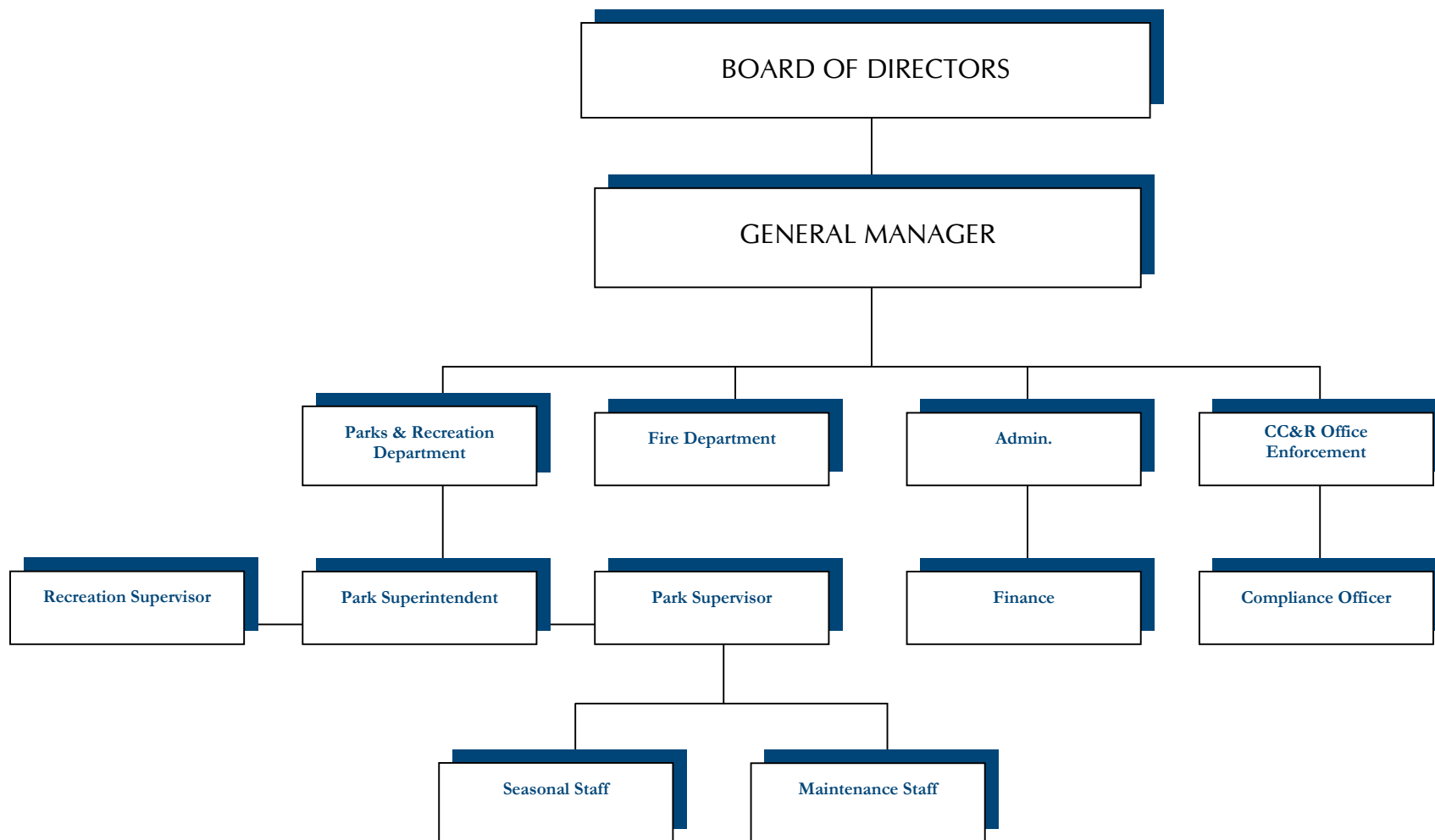
Infrastructure

Cameron Park Community Services District operates approximately 149 acres of parks and recreational facilities. The District maintains several landscaping and lighting districts and owns equipment associated with these services. The District has indicated that current facilities are inadequate and plans to construct a large community center are almost complete. The District will partially finance this project through a bond and interest loans, and is currently securing additional financing for the project.

Financing Constraints and Opportunities

Cameron Park Community Services District appears to operate with a balanced budget. The financial statements provided by the District showed a net income for the years reviewed. The District has indicated the need for additional financing for the construction of the community center project and is in the process of securing funding for this project.

FIGURE 2.3-2
CAMERON PARK CSD ORGANIZATIONAL CHART



Rate Restructuring

Cameron Park Community Services District collects annual fees for CC&R services, and fees for architectural review. Additionally, the District collects fees for use of some recreational facilities. The District collects assessments for those residents within sub-districts receiving landscaping and street lighting services. The District also collects impact fees for development. Development impact fees were updated on September 19, 2007, with the completion of a Park Impact Fee Nexus Study.

Cost Avoidance Opportunities

Cost avoidance opportunities utilized by Cameron Park Community Services District include the use of volunteers for flower planting and the use of a competitive bid process for contracted services. The competitive bid process allows the District to choose the best qualified contractor with the lowest cost. Some recreational programs are held in buildings leased out by the District. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

Cameron Park Community Services District utilizes the facilities of other agencies for some recreational programs. The District also leases out buildings for this purpose. No other opportunities for shared facilities were identified.

Government Structure Options

Cameron Park Community Services District operates under a five-member board of supervisors and operates pursuant to government code sections 61000 to 61963 and 61601.10. The District can operate effectively as a Community Services District, and its boundaries are logical and appropriate for the area it serves. . No alternative government structures or agencies were identified which would increase the efficiency of service provision within the area of the District.

Evaluation of Management Efficiencies

Cameron Park Community Services District appears to be operating efficiently under its current management structure. The District employs a General Manager, Park Superintendent, Park Supervisor, Maintenance staff, seasonal staff, finance staff, CC&R compliance officer, recreation supervisor, recreation coordinator, seasonal lifeguards, kiosk concession, CDF battalion chief and staff. The District indicated current staffing is not adequate, and plans to staff the community center based on demand.

Local Accountability

Cameron Park Community Services District is governed by a five member board of supervisors. The board is elected by the community members for four-year overlapping terms. District board meetings are held the third Wednesday of every month and are noticed at two District fire stations, the library and on the District's website. The District's website provides opportunities for customer feedback, and contains other District information. Meetings appear to be noticed in accordance with the Brown Act and the District is accessible to community members.

XI. BIBLIOGRAPHY

- SCI Consulting Group. Cameron Park Community Services District Landscaping and Lighting Assessment Districts Engineers Report. May 2007.
- SCI Consulting Group. Cameron Park Community Services District Park Impact Fee Nexus Study. November 2006.
- El Dorado Local Agency Formation Commission. West County Parks and Recreation Municipal Services Review. 2007.
- El Dorado Local Agency Formation Commission. Countywide Fire Suppression and Emergency Services Municipal Service Review. 2006.
- Cameron Park Community Services District. Recreation Facilities Master Plan. November 2, 2000.
- Cameron Park Community Services District. Website. Accessed October 2007.
- Mefford, Tammy – Cameron Park Community Services District General Manager. Written Correspondence RE: Municipal Service Review. June 2007.

2.4 CITY OF PLACERVILLE

CITY OF PLACERVILLE

Contact Information

Address: 3101 Center Street
Placerville, CA 95667

Phone: 530-621-2489

Website: <http://www.ci.placerville.ca.us>

Management Information

City Manager: John Driscoll

Governing Body: City Council

Council Members: Mark Acuna
Carl Hagen
Pierre Rivas
Roberta Colvin
Patty Borelli

Council Meetings: Second and fourth Tuesdays of each month at 7:00 p.m. in Town Hall, 549 Main Street

Staffing: Police: 33.5, Public Works: 36.5, Community Services: 12

Service Information

Services Provided: Police, Parks and Recreation, Drainage.

Area Served: City of Placerville; over 4,900 acres.

Population Served: 5,191 registered voters

Major Infrastructure: City-wide storm drain system, Public Safety Building, patrol vehicles and personnel equipment, five parks, aquatic center and other facilities.

Fiscal Information

Budget: City: \$15,423,675, Police: \$3,937,936, Public Works Department: \$5,600,217, Community Services (Parks and Recreation): \$1,985,329.

Sources of Funding: The City's General Fund, property taxes, local sales taxes, local gas tax revenues and other special funds and grants.

Rate Structure: None

2.4 CITY OF PLACERVILLE

I. SETTING

The City of Placerville (Placerville), located in the Sierra Nevada Foothills, in Central El Dorado County, was formed during the California Gold Rush. Incorporated as the City of Placerville in 1854, it became the El Dorado County Seat in 1857. Placerville is the center of financial, commercial, civic, and Government activity within the County.

Area Served

The City is located in the western portion of El Dorado County, and is intersected by US Highway 50 and State Highway 49. Placerville is centrally located between Sacramento and South Lake Tahoe and has an elevation of approximately 1,800 feet. The City of Placerville has an official US Census year 2000 population of 9,610 residents¹, and the total area of the City includes 5.8 square miles. The Police Department provides services outside of the city limits, where the city's boundary is irregular. **Figure 2.4-1** shows the City's boundary and sphere of influence.

Services Provided

The City is empowered as a general law city, governed by state law and local ordinances, to provide services within its boundaries. The City of Placerville has several departments, covering various services, including Police, Public Works and Recreation. Services provided by the Public Works Department include leaf pick-up service, ~~and~~ drainage service, and some lighting services. The City administers two lighting and landscaping maintenance districts (LLMD) that are located within the City limits. The City is not contracted to provide service to other service providers, with the notable exception of police services provided to the City of Auburn and other unincorporated areas outside of the City limits.

Police

The mission statement of the Placerville Police Department is:

Provide the City's general law enforcement services using sound police administration practices within the guidelines of current law. Provide community crime awareness by establishing a partnership with the community and working in a collective effort to solve problems to improve our quality of life while promoting a safer living environment. Special emphasis shall be placed on enhancing community policing and problem solving strategies, including emphasis on effective tactics and planning, rapid deployment to chronic problems and relentless assessment and follow-up to all public safety issues.

The Police Department provides SWAT team services outside the City, under a Memorandum of Understanding (MOU) with the City of Auburn and the County Sheriff.

¹ California Department of Finance, Population Estimates for Cities, Counties and State, 2001-2007 (Table E-4)

This agreement reflects a voluntary commitment by the City to provide these services and does not require any review or shift of the City's boundaries or sphere. However; the City provides service outside of Placerville boundaries; the Police Department serves the communities of Smith Flats and Cedar Ravine. These areas are not within the City's boundaries, but are served by the Police Department.

Public Works

The City's Public Works Department manages the general operations and maintenance of the City's streets, parking lots, water acquisition and delivery system, ‡ Water Reclamation Facility, waste water collection system and storm drainage system. The Department is comprised of several divisions: Engineering, Streets and Roads, Water acquisition and delivery, Water and Sewer Lines, Water Reclamation Facility, and Downtown Parking. The services provided by this department and covered in this MSR are storm drainage and leaf pick-up. The City provides some lighting services within the residential and commercial areas of the City.

The City maintains a Storm Water Management Plan (SWMP), required by the US Environmental Protection Agency (EPA). The City of Placerville (City) has been specifically designated by the RWQCB as the owner and operator of a Small MS4. In California, the federal storm water regulations for Small MS4s are being implemented through Water Quality Order No. 2003-01005-DWQ National Pollutant Discharge Elimination System (NPDES) General Permit No. CAS000004 Waste Discharge Requirements for Storm Water Discharges from Small MS4s Systems (General Small MS4 Permit), which was adopted on April 30, 2003, by the State Water Resources Control Board (SWRCB).

The requirements for the City as a small MS4 include submittal of noticing, development of a SWMP which includes Best Management Practices, and the use of technology to protect water quality to the Maximum Extent Practicable (MEP).

The City provides lighting services along streets and City-owned parking lots within its commercial districts. Two LLMDs are administered by the City. The Orchard Hill LLMD No. 95-01 provides maintenance to the Orchard Hill Park, on-site and off-site landscaping, and maintenance and operation of street lights within the Orchard Hill Subdivision. The Cottonwood Park LLMD No. 99-01 provides street lighting services and maintenance to areas of open space and the future George F. Duffey Park. The City also provides some lighting services in residential districts within the City.

The Public Works Department also conducts annual leaf pick-up service, visiting each street within the City on two dates every fall.

Parks and Recreation

The Department of Community Services is responsible for planning and carrying out recreational opportunities for all segments of the community, maintenance, operation and development of parkland and open space and maintenance of City facilities.

The Department's website states that:

The Community Services Department is dedicated to serving its community by providing quality programs and activities for all ages, interests, and levels. Class offerings include:

Arts and Crafts, Step Aerobics, Weights and Stretch, Pilates, Yoga, Tai Chi, Karate/Taekwondo Self Defense, Dance classes, etc. The City also offers a number of league sports including adult and youth basketball, adult softball and volleyball, and swim team.

II. GROWTH AND POPULATION

The City provides police, parks and recreation, landscaping, some lighting and drainage services to residents within the City's boundaries. The City has anticipated future growth areas, as stated in the City's General Plan, which projects future land uses, population increases, and development over a time span of 20 years. **Figure 2.4-1** shows the City's current boundaries and Sphere of Influence.

This page intentionally left blank.

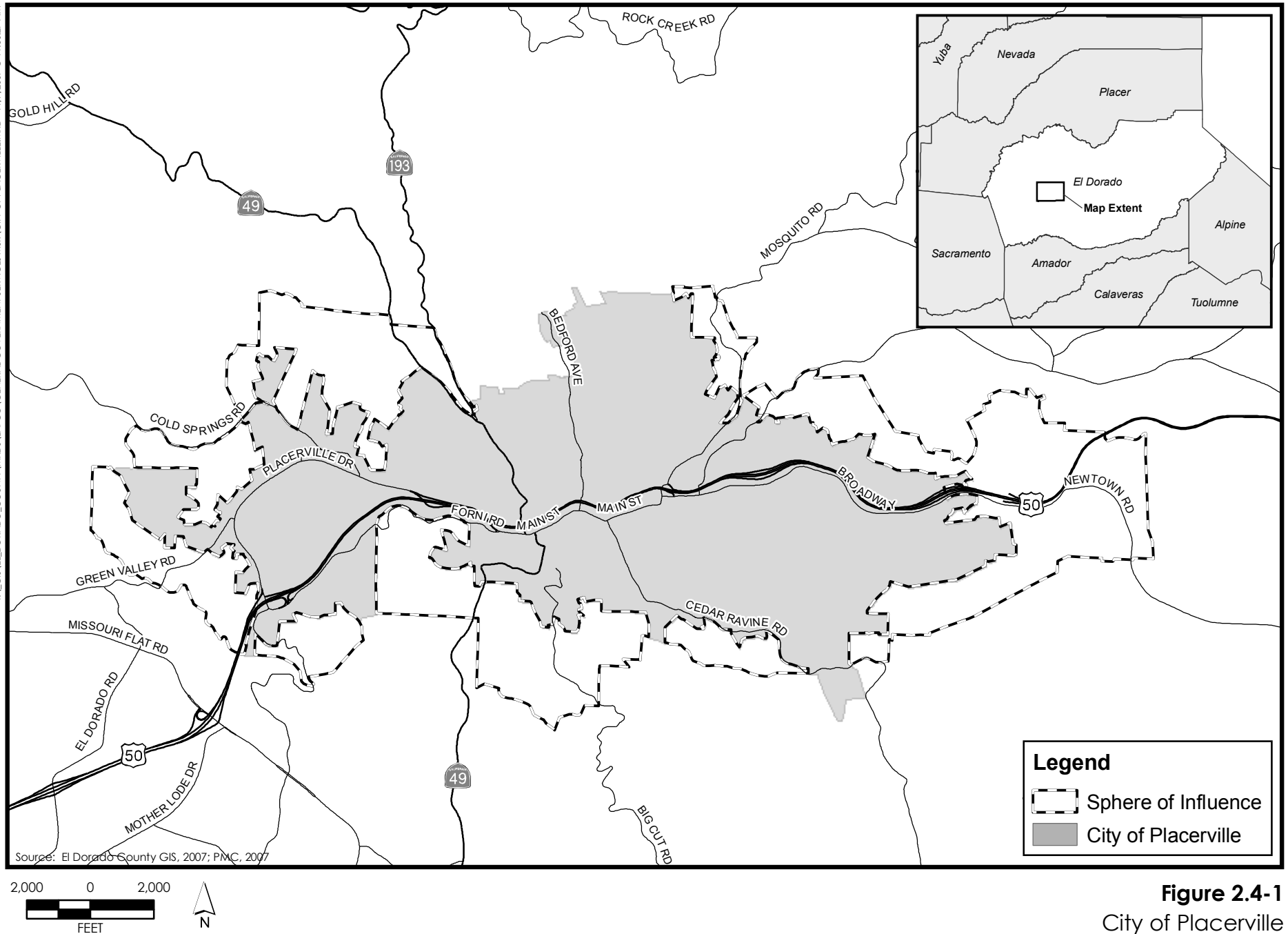


Figure 2.4-1
City of Placerville
PMC

The current General Plan was adopted in January 1989 and serves as the overall guiding policy document for land use, development, and environmental quality for the City. The Land Use Element of the General Plan designates the general distribution and intensity of all present and future uses of land in the community. As part of the General Plan, the General Plan Diagram is the site-specific map that illustrates the desired arrangement and location of land uses.

The City's police department will determine the need for new facilities and staffing based on patterns of development and increases in population projected in the City's General Plan, and actual demand for services. Parks and recreation is provided based on a population-based level of service standard, and is also determined by the distribution of land uses the increase in population, and actual demand for services. Public works projects are carried out, as needed, to provide facilities for developing areas within the City. Development that occurs within the City must be consistent with the City's General Plan and the City's Zoning Ordinance.

The Zoning Ordinance and Zoning Map of the City of Placerville, Title 10 of the Placerville Municipal Code, provide specific development and land use regulations for the City of Placerville. The Zoning Ordinance is designed to implement the General Plan and promote, protect, and preserve the general public health, safety, and welfare of the residents of the City of Placerville.

The General Plan projects the 2020 population to be 16,000. The City of Placerville has an official US Census year 2000 population of 9,610 residents.

The western slope of El Dorado County, which includes the City of Placerville and its Sphere of Influence, is also addressed in the El Dorado County General Plan. According to the County General Plan (2003), the population of the western slope of the County is projected to reach 200,000 persons in 2025. This area of the County is anticipated to experience a 2.3% annual increase in population growth between 2000 and 2010. The residential areas surrounding the City of Placerville are primarily rural in nature.

The Police Department reviews development plans for growth and safety issues.

No significant growth or population increases are currently anticipated by City staff that would affect the City's ability to adequately provide parks and recreation, drainage maintenance, lighting, leaf pick-up, or police services. The Police Department did note that fluctuations in population can create service issues, however; the department is considering increasing staffing levels.

III. INFRASTRUCTURE

This section addresses the adequacy of city facilities for the provision of police, parks and recreation and public works; leaf pick-up, drainage services, and lighting services.

Each year the City adopts a Capital Improvement Program (CIP) and Budget to address the larger capital investment that is required to maintain and expand the City's public facilities and infrastructure. The Capital Improvement Program is a planning document which sets the City's infrastructure goals for the next five years. Funding for projects comes from several revenue sources. General funds revenues are reserved, for use only after special fund revenues are utilized. Information on projects identified in the City of Placerville Proposed Capital Improvement Program Budget 2006-2007 are discussed below.

Current and Planned Infrastructure

Public Works

The City of Placerville maintains a storm drain system. The storm drain system is separate from the sewer system, and is regulated by the US Environmental Protection Agency (EPA). The City's storm drainage system is extensive, covering all areas of the City. Urban runoff from areas located within the City limits is primarily discharged to Hangtown Creek. Hangtown Creek is tributary to Weber Creek and the South Fork of the American River.

The Capital Improvement Program identified maintenance projects for the City's storm drainage system. There is an existing drainage channel along Canal Street, which is fed by drainage lines coming from the high school and other surrounding areas. Staff determined that the existing line coming from Simas Way needed replacement. The improvements to the drainage line realigned the channel in a new easement and removed it from overlying structures. Construction of these improvements (CIP #40702) cost \$316,840. The funding sources for this project were the Gas Tax \$256,840 and the General Liability Fund \$60,000.

Also discussed in the CIP budget is the National Pollution Discharge Elimination System Storm Water Permit Implementation (CIP #40707). The City has prepared, in accordance with State and Federal Regulation, a Storm Water Management Plan. The City's SWMP has been approved by the State Water Resources Control Board. The implementation of the SWMP requires actions to be carried out by the City on an ongoing basis. The CIP Budget identifies \$60,000 in costs associated with the implementation of the SWMP. \$50,000 is projected to be utilized for engineering services. The remaining \$10,000 is to be utilized for SWMP project management.

The CIP budget also identifies storm drainage improvements (CIP #40714) as a planned project for the year 2006-07. This project would allow City staff to hire local contractors to assist in the clean out of vegetation and debris from several key storm drain channels. The total estimate for the project is \$30,000 to cover consultation, project management and contingencies. Funding would come from the Storm Drainage Fund.

Police

The Police Department currently operates out of the City's Public Safety Building. The Police Department utilizes a 4,600 square foot area and additional space for storage. The CIP Budget identifies the need for laminate flooring and interior painting to be performed within the public safety building (CIP #40701). The entire project cost is estimated to be \$22,800. \$22,800 was appropriated from the General Capital Improvement Fund. The CIP budget notes that the cost of these improvements could be reduced if City maintenance employees were available to perform some of the work.

During an interview for the MSR process, the Police Chief identified the need for new infrastructure. The Department is undergoing a needs assessment to determine what facilities and equipment are required to serve the growing population. Three options are being explored; expansion of the current building, the use of an existing building within the City, or the construction of a new building within the City.

The City has also appropriated \$15,600 from the General CIP Fund for the Police Station Organization Units project (CIP #40801).

Parks and Recreation

The City of Placerville Community Services Department maintains six parks, sections of the El Dorado Trail within the City limits, an aquatic center and other facilities for use by City residents.

The Placerville Aquatic Center is located at 3071 Benham Street in downtown Placerville. The facility includes a six-lane competitive swimming pool, diving board area, water slide, shallow wading pool and a separate activity pool with water play features. The Aquatic Center is open to the public June through August with a variety of programs for all ages.

City Park is located at 3071 Benham Street in downtown Placerville. The park currently consists of a meeting hall (Scout Hall), Tot Lot area, basketball courts, swings, slides, various playground equipment, picnic facilities, turf areas and restrooms.

Gold Bug Park is a 61.5-acre park and mine, within the city limits of Placerville. In 1965, the City leased the park from the U.S. Bureau of Land management. In 1981 the property was deeded to the City of Placerville. The park is open from March through October offering a covered picnic facility, gold mine tours, gold panning, hiking trails, museum, gift shop and stamp mill. The park and mine are popular destination for students throughout California to explore and study California History and the gold rush era.

Lumsden Park is located at 3144 Wiltse Road. The park consists of four acres of recreational opportunities including a small fishing pond, tot lot play area, turf areas, picnic facilities, horseshoe pits, and restrooms.

Rotary Park is located at 3155 Clark Street in downtown Placerville. This is a four acre park including a little league ball field, swing and slides in the tot lot area, picnic tables, barbecue pits, lawn area, and restrooms.

Lions Park is located at 3633 Cedar Ravine in Placerville. The park is equipped with two softball fields and a Gazebo that can be rented. The Gazebo area has a shade structure, picnic tables, and a large B.B.Q.

The Orchard Hill Park is located at 2355 Green Wing Lane on the Northwest side of the City. The Park is equipped with a playground, basketball court, picnic tables, and barbeques.

The improved section of the El Dorado Trail that is within the City limits travels from East to West between Jacquier Road and Clay Street and is approximately 2.50 miles in length.

The Community Services Department is also responsible for the maintenance of the Corporation Yard, located at 3231 Big Cut Road, old City Hall, located at 487 Main Street, new City Hall, located at 3101 Center Street, Police Department, located at 730 Main Street, Scout Hall, located at 3071 Benham Street, Town Hall, located at 549 Main Street. The Town Hall is open for public use, with reservations being received by the Community Services Department.

The Community Services Department offers a variety of youth sports camps for children of all ages. Some offerings include Mighty Mites Sports Camps, Junior Lifeguard camp, girls and boys basketball, Cougar football, Jr. football, soccer, cheerleading, and tennis and a youth basketball league.

The Community Services Department offers six nights of adult softball leagues that run in the spring, summer and fall. The Department also offers two adult basketball leagues. Lap-swimming and recreational swimming are offered at the Placerville Aquatic Center, with additional swim times at the Placerville High School. The Department runs a swim team, which practices at the aquatic center and the high school. The Department also offers a new adult coed volleyball league.

The City recently completed the safety fencing at the Aquatics Complex; 130 feet of iron picket fence and 20 feet of chain-link fence with two walk through gates would enclose the south end of the complex (CIP #40717). The total cost for this project ~~is~~ was \$15,600 \$8,870 which was funded by the General Liability Fund.

Additionally, the City replaced the roof on Scout Hall (CIP #40718) at a total cost of \$10,275 which was funded by the General Liability Fund.

The City has also appropriated budgets for the following CIP projects; Corperation Yard Improvements (CIP #40415), \$250,000, Gold Bug Park Restroom Renovation (CIP 40416), \$198,000, Benham Park Safety Improvements (CIP #40501), \$10,010, Lions Park Tot Lot Development, \$120,000, Gold Bug Park Fire Safe Plan (CIP #40719), \$67,500, Stamp Mill Exterior Painting (CIP #40802), \$9,600, Lions Park Safety Fencing (CIP #40803), \$7,200, Recreation and Parks Facilities Master Plan (CIP #40804), \$48,000, El Dorado Trail Repair and Resurfacing (CIP #40805), \$21,600, Benham Park Basketball Court Improvements (CIP #40806), \$18,000, Main Street Sidewalk Planters (CIP #40808), \$12,000, and the Facility Impact Fee Study (CIP #40809), \$40,000.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the City, including annual financial statements, audits, and other budgetary documents, to asses the long-term financial viability of the City.

The primary operating fund for the City's police, public works and recreation departments come from the City's General Fund Additional funding comes from the Gas Tax Fund and state and federal grant programs.

Audited financial statements for the Fiscal Year (FY) ending June 30, 2005 were reviewed to determine the City's financial status.

The City's total net assets as of June 30, 2005 totaled \$41,084,543. Total net assets include \$12,395,849 in business-type activities and \$28,688,694 in governmental activities (general government, public safety, highways and streets, community development, and parks and recreation. Governmental net assets increased by \$2,457,489 or 9.30% primarily due to a \$3,393,637 increase in capital assets. Governmental activity expenses for the year ended June 30, 2005 totaled \$8,466,432 Expenses for governmental activities were offset by \$4,208,480 in program revenues and \$6,715,441 in general revenues and transfers.

The City Council approves the annual operating budget for all of the City's operations. The adopted FY 2006-07 annual operating budget for the City totals \$15,423,675. Of this amount, \$8,594,250 is for General Fund uses. General Fund revenues include sales and other taxes, \$4,980,000, licensing and permits, \$135,000, intergovernmental revenues, \$764,160, charges for service, \$1,056,500, fines and forfeitures, \$500,000,, use of money and property, \$178,400, other financing sources, \$847,276, and transfers in, \$132,914.

Of the total General Fund expenditures, the City budget plans expenditures of \$2,643,502 within the Police Department, \$1,547,625 within the Public Works Department and \$1,941,192 within the Community Services Department, which provides parks and recreation services.

The Police Department recommends its budget, which is approved by the city council, as part of the annual operating budget. For FY 2006-07, the Police Department's budget was projected to be \$3,937,936. Projected revenue sources for the Police Department included General Fund discretionary revenues, \$2,080,502, Measure J Add-on Sales Tax, \$1,181,643, Grants, \$112,791, fines and forfeitures, \$500,000, POST reimbursement, \$13,000, and police services revenues, \$50,000. The Police Department also receives grants from Homeland Security and collects fees for fingerprinting. The Police Department is updating its fee schedule in late 2008.

The Public Works Department establishes and maintains the budget for public works projects on an annual basis; providing for staffing, equipment, tools, and materials. The Public Works Department projected budget for Fiscal Year 2006-07 was of \$5,600,217. Storm drainage maintenance is included in the Public Works Department's Streets and Roads Division. The total budget for this division is was projected to be \$584,537. Of this amount, \$3,150 is budgeted for materials and services related to cleaning storm drains. Budgeted street maintenance personnel are assigned to storm drainage cleaning duties as needed. As noted in the infrastructure section of this MSR, additional funding, through the CIP Budget, is utilized to finance the upgrade and repair of the drainage system.

Parks and recreation services are included in the Community Services Department operating budget. This department maintains all City parks, provides recreational programs, and maintains additional City facilities, such as Town Hall. The total projected budget for this department for the year 2006-07 was \$1,985,329. Funding for the Community Services Department was projected to come from General Fund discretionary revenues, \$1,227,692, the Orchard Hill/Duffey LLMDs, \$44,137, and recreation fees, \$713,500. The total budget is broken down into parks, \$566,390, recreation, \$908,250, facilities maintenance and operation, \$286,122, and CSD administration, \$224,567.

The City has a fee schedule and collects fees for services with respect to the permitting of development projects. The Parks and Recreation Department rents out the aquatic center and other facilities and rents out the Town Hall for use by the public.

The City has outstanding long term debt. At the end of FY 2005, the City had \$2.11 million in long term debt related to governmental activities. The \$2.11 million in long-term debt includes \$0.82 million in compensated absences and \$1.29 million for the new City Hall Capital lease.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The Police Department shares facilities with the Fire Department in the Public Safety Building. These facilities have been identified as inadequate and new facilities are being investigated.

The City's Police Department operates under Mutual Aid Agreements with other agencies; the County Sheriff's Department and the City of Auburn. The City's Police Department works with these two agencies to manage a regional SWAT team; the Foot Hills, Integrated Remedying SWAT Team (FHIRST).

The Police Department utilizes volunteers for various roles. In particular, the Boy Scouts and seniors assist the Department, during special events, street closures, and for traffic control.

Drainage maintenance and improvements are included in the Roads division of the Public Works Department.

The City contracts out for a number of services, including some engineering, surveying, financial, and construction inspection.

The City is a member of several joint powers authorities to reduce costs for insurance, including the Northern California Cities Self Insurance Fund and the Public Agency Risk Sharing Authority of California. The shared-risk pool insurance covers workers compensation, and general liability. The City purchases competitive employee medical insurance benefits from the Small Districts Risk Management Authority (SDRMA) which is a sister JPA to the California State Association of Counties (CSAC).

Potential cost avoidance opportunities available were analyzed. No additional cost avoidance opportunities have been identified that would have resulted in a significant reduction in costs associated with service provision.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section considers the sharing of facilities utilized by the City, and identifies any additional opportunities which are known to the City but not currently utilized.

The Community Services Department utilizes the Placerville High School swimming pool for practices and other activities. The Police Department operates out of the Public Safety Building, which is shared with the Fire Department. Opportunities for shared facilities were analyzed. No additional opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the City.

Management Structure

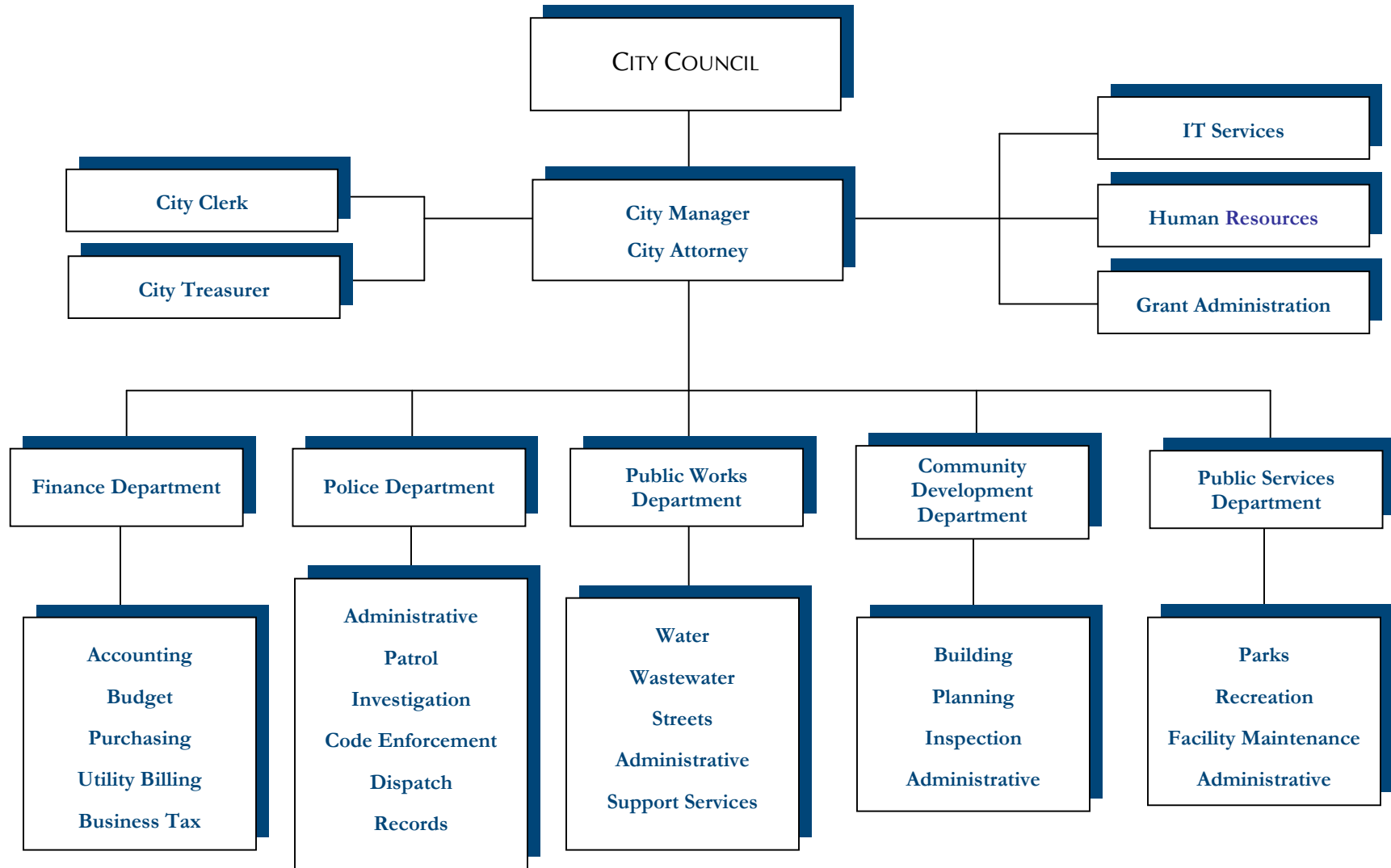
The City of Placerville is a general law city, governed by state law and local ordinances. California Government Code Section 34000 *et seq* enables and regulates the power of cities to provide services to residents. The City's organizational structure is presented in **Figure 2.4-2**.

Service provision within the City is also regulated by the City's own Ordinances and Codes as well as by policies contained in the City's General Plan. The Health and Safety Element of the City's General Plan has policies that provide guidance for the activities and level of service requirements for the Police Department within the City of Placerville.

Policies in the General Plan regulating police activity require adequate staffing and patrol to maintain minimum response times of three minutes for emergency calls, seven minutes for priority calls and ten minutes for routine calls. The General Plan also directs the police department to continue to promote neighborhood security programs, and train neighborhood groups.

The City is able to function under its current government structure. The existing structure of the City as a general law city is sufficient to allow the City to continue service provision in the foreseeable future. Reorganizing the provision of police, parks or other services under a different enabling legislation or government structure is not expected to significantly improve service. There are no legal or administrative limitations on the City for future service provision and it is unlikely that other government structures would result in a significant improvement in service.

FIGURE 2.4-2
CITY OF PLACERVILLE ORGANIZATIONAL CHART



Service Boundaries

The Police Department currently provides services outside of the City's boundaries. The City limits are irregular due to various annexations over time. This has resulted in the Placerville Police Department-serving-areas outside of the city; mainly Smith Flats and Cedar Ravine. These areas are not within the City's boundaries. The City's boundaries are reviewed as part of the General Plan process. The City of Placerville last updated its General Plan in January 1989.

Staffing

The Placerville Police Department is broken into six divisions; administration, patrol, investigations, support services, special response team and community services. There are currently 33.5 police department employees. One position; the traffic officer, is covered by a citizens options for public safety (COPS) grant. The City's adopted budget includes staffing projections for each department. The 2006-07 budget projects police department staffing to be 33.5 employees for the year. This includes the following staff:

Chief of Police – 1.0 0	Police Support Services Supervisor – 1.0
Police Captain – 1.0	Police Services Assistant – 1.5
Police Lieutenant – 1.0	Senior Dispatcher/Records Tech. – 1.0
Sergeants – 4.0	Police Dispatcher/Records Tech. – 6.0
Officer – 13.0	Community Services Officer – 1.0
Traffic Enforcement Officer 1.0	Police Code Enforcement Officer – 1.0
	Executive Assistant to the Chief of Police – 1.0

The Police Chief expressed concern regarding the fluctuating population within the City of Placerville. Because the City is a tourist destination, the permanent residential population does not accurately reflect the actual weekend or seasonal population. The Department aims to maintain staffing levels, based on the permanent population, however they are not always adequate and the Chief expressed concerns regarding casinos in the area, as these may increase the level of crime and the level of demand placed on the Department.

The Police Department utilizes an open recruitment process to find new officers. Job openings are posted on the website, as well as other places.

The Community Services Department houses all parks and recreation activities and has a staff of 12 employees. The department also relies heavily upon community resources to meet its responsibilities. Hundreds of volunteers and part-time employees are utilized annually by the department. The Community Services Department adopted 2006-07 employment include the following positions:

Director of Community Services – 1.0	Gold Bug Park Maintenance and Operations Specialist – 1.0
Parks and Facilities Maintenance Superintendent – 1.0	Recreation Superintendent – 1.0

Recreation Supervisor – 2.0
Senior Maintenance Worker – 1.0
Maintenance Worker II – 3.0

Recreation Coordinator – 1.0
Administrative Secretary – 1.0

The Public Works Department had a staff of 36.5 employees for the year 2006-07. The Engineering Division provides general administration services to all other Public Works divisions including streets and roads, parking lots, water and wastewater lines, wastewater treatment plant, and storm drainage systems, as well as engineering and inspection services for residential and commercial development within the City limits. Additionally, the Engineering Division administers the majority of the City's Capital Improvement Program (CIP) projects.

VIII. LOCAL ACCOUNTABILITY

The City operates under the City Council-City Manager form of municipal government. The governing body is the City Council, composed of five officials, elected by voters within the City. One of the five Council members is elected mayor each year by the other Council members. Each councilmember is elected to a four-year term, with elections staggered, so that three Council members will be elected in one election year, and two council members will be elected in the subsequent election cycle.

The City Council meets on the second and fourth Tuesday nights of each month at the City of Placerville Town Hall. Meetings are held at 7:00 p.m. in Town Hall, 549 Main Street. Agendas are posted in the front window at City Hall on Fridays. Agendas, as well as supporting materials, are available on the City's website, www.cityofplacerville.org, which also includes general information on the city and city services. Council meetings may be viewed on Comcast Cable 2, the government access channel. The meetings are rebroadcast on weekends. Meeting times, locations, and meeting agendas are properly posted in accordance with the requirements of the Brown Act.

The Police Department has a link on their website to a customer feedback form. The form allows citizens to comment on their interactions with the Police Department without filing a formal complaint. Further, citizens are allowed to file formal complaints at the Police station. The Police station is open during normal business hours, for citizens to file a Citizens Personnel Complaint.

The Police Department completed a Community Survey (Survey) in November 2007. The Department identified the purpose of the survey as 'to gather information about services provided, additional services perhaps needed and areas of concern for the public.' The results of the survey are available on the City's website, and are summarized below.

The Department distributed approximately 2300 surveys; going to all City residences and businesses and received 389 completed surveys. The Police Chief presented a summary of results to the City Council. The major trends included 23% of respondents had used police services, with 69% of those using service rating services as excellent or good, and 31% rating service as fair or poor (15% rated service poor). Survey respondents identified drug abuse as their #1 issue, followed by #2; alcohol abuse, #3; domestic violence, #4; vandalism, #5; burglary and #6 was a tie between gangs and tobacco use by minors.

Respondents identified drug enforcement, police patrols and juvenile crime prevention as the areas needing future emphasis. Comments regarding traffic on Highway 50 and Spring Street were most prevalent, as well as comments regarding youth loitering, loitering at bars and the need for more patrols in the downtown area.

The Chief stated that “we feel the survey generally revealed that people are basically pleased with and supportive of police services.” The Chief identified staffing as the largest service issue, and noted that staffing is a concern for law enforcement agencies throughout the Sacramento area and California in general. The Chief stated that they have been short one to two positions for the past few years and that many of the issues identified in the survey could be addressed with increased staff. The Chief identified achieving full staffing as the Department's number 1 goal and also indicated the desire to add more positions in the future, as the community continues to grow.

The Department appears to respond well to the community survey.

The Public Works Department is able to receive direct public feedback via telephone, e-mail, and by mail. The Department also receives indirect feedback through the City Manager, and City Council members, who all receive input from the citizens. Additionally, the parks and recreation department receives guidance from the Recreation & Parks Commission, a commission linking the community to department needs and issues. There appear to be sufficient avenues for public comment.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the City's SOI boundaries, relative to the capabilities of the service provider and future growth. These SOI recommendations are based on the City's ability to provide satisfactory services to its residents.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the City of Placerville include residential, commercial, industrial, institutional, and open space. Planned land uses are anticipated to remain similar to current land uses and are defined in the City's General Plan and Zoning Ordinance.

- 2) The present and probable need for public facilities and services in the area.

Present needs for police, parks, drainage and landscaping and lighting services within the City of Placerville are currently being met, however additional facilities and staffing are required.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The present capacity of the City of Placerville's police, parks and public works departments appears to be sufficient to serve the existing community.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

There are no social or economic communities of interest in the area besides the City of Placerville. However, there are unincorporated areas surrounding the city, which are receiving city services and should be considered for annexation.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Population and growth projections for the City of Placerville are identified in the 1989 City General Plan. The City's General Plan and Zoning Ordinance plan for growth of the community with specific land uses. No significant growth or population increases are currently anticipated to affect the City's ability to provide of services.

Infrastructure

The City of Placerville's current parks and recreation infrastructure includes six parks and an aquatic center. Improvements are planned including construction of the Corporation Yard Improvements (CIP #40415), Benham Park Safety Improvements (CIP #40501), Gold Bug Park Restroom Renovation (CIP #40416), Tot Lot Development at Lions Park (CIP #40608), Stamp Mill Exterior Painting (CIP #40802), Lions Park Safety fence (CIP #40803), El Dorado Trail Repairs and Resurfacing (CIP #40805), Benham Park Basketball Court Improvements (CIP #40806), and the Main Street Sidewalk Planters (CIP #40808). The City maintains a city-wide storm drainage system. The CIP includes the creation of plans for cleaning storm drains, as well as the realignment of a Canal Street channel. The Police Department is housed in the public safety building, which does not provide adequate space. Alternatives are being researched, however; prior to the availability of a new location, the department is planning painting and re-flooring the interior of the public safety building. Revenue sources for projects identified in the CIP comes from various city taxes, grants and funds and the CIP budget is approved with the City's operating budget.

Financing Constraints and Opportunities

The City of Placerville's Police Department is funded by the General Fund, Measure J, Grants, Booking Fees, Fines and Forfeitures, POST reimbursements and special Police Services Revenues. The Public Works Department receives funding from the City's General Funds, Engineering Fees, the Gas Tax Fund, Leased Parking Revenues, Cost Recovery, and Water and Sewer Enterprise Funds. The Community Services Department is funded by the General Fund, the Orchard Hill/Duffey LLMD and Recreation Fees.

The Police Department indicated that funding for the construction of new facilities has not yet been identified. No financial inefficiencies were apparent, based on the information available from the City. The City's budgets, audits, and financial information indicate that the City is generally operating with financial stability.

Rate Restructuring

The City of Placerville is in the process of updating fees for Police Department services. The City has a fee schedule and collects fees for services with respect to the permitting of development projects. The Parks and Recreation Department rents out the aquatic center and other facilities and rents out the Town Hall for use by the public. The City did not indicate when parks and recreation fees will be updated.

Cost Avoidance Opportunities

The City of Placerville appears to utilize a sufficient range of cost avoidance opportunities: including bidding of contracted services and cooperating with the County for similar services to reduce costs. Additionally, the City's Police Department shares facilities with the Fire Department and operates under a mutual aid agreement with surrounding police agencies. The Community Services Department utilizes a large volume of volunteers. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

The City of Placerville does not currently share any major police, parks or drainage facilities with other agencies or special districts. The Police Department shares facilities with the Fire Department and the Community Services Department utilizes the high school swimming pool for some activities. No additional opportunities for shared facilities have been identified.

Government Structure Options

The City of Placerville is the only agency providing police, parks and drainage services within its jurisdictional boundary. The overall management structure of the City and the Public Works Department is sufficient to perform necessary services and maintain operation in an efficient and effective manner.

Evaluation of Management Efficiencies

The City of Placerville is able to operating efficiently under its existing structure. The City employs approximately 13.3 persons in the Public Works Department, which is responsible for maintenance of the drainage system. The Police Department employs 33.5 employees, however; the Chief of Police indicated concern about staffing levels because of seasonal fluctuations in population. The Community Services Department employs approximately 12 persons. The City departments analyzed in this MSR appear to have adequate staffing to deliver services, with the exception of the Police Department's desire for increased personnel.

Local Accountability

The City Council members are elected by voters within the City. Board meetings are held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input. Information regarding the City is readily available to members of the public.

XI. BIBLIOGRAPHY

Caporicci and Larson, *Independent Auditor's Report for the Year Ended June 30, 2005*, February 3, 2006.

City of Placerville, *Fiscal year 2006/2007 Proposed Operating Budget*, July 1, 2006.

California Department of Finance, 2006, E-1 City/County Population and Housing Estimates, 2006.
<http://www.dof.ca.gov/HTML/DEMOGRAP/ReportsPapers/ReportsPapers.asp>.

City of Placerville, *City of Placerville General Plan*, 1986.

City of Placerville, City of Placerville's Website, <http://www.ci.placerville.ca.us>, Date accessed: November, 2007.

El Dorado County, *El Dorado County General Plan, 2004 Housing Element*, 2004.

City of Placerville, *City of Placerville Zoning Ordinance, 1990, Amended 2006*, 2006.

Correspondence with Randy Pesses, Public Works Director, City of Placerville, March 5, 2007.

City of Placerville. Proposed Capital Improvements Program Budget 2006/2007. June 2006.

Nielson, George; Chief of Police, City of Placerville Police Department. Memorandum, SUBJECT: Police Department Community Survey 2007. November 7, 2007.

California Department of Finance, Population Estimates for Cities, Counties and State, 2001-2007 (Table E-4)

2.5 CITY OF SOUTH LAKE TAHOE

CITY OF SOUTH LAKE TAHOE

Contact Information

Address: 1901 Airport Road
South Lake Tahoe, CA 96150

Phone: (530) 542-6000

Website: <http://www.ci.south-lake-tahoe.ca.us>

Management Information

City Manager: David Jinkens

Governing Body: City Council

Council Members: Kathay Lovell
Mike Webber
Ted Long
Bill Crawford
Jerry Birdwell

Council Meetings: First and Third Tuesdays of the Month beginning at 9:00 AM, in the City Council Chambers, 1901 Airport Rd.

Staffing: Parks and Recreation: 19, Police: 62

Service Information

Empowered Services: Parks and Recreation, Police.

Services Provided: Parks and Recreation, Police.

Area Served: City of South Lake Tahoe, covering 10.1 square miles.

Population Served: 23,609 persons at the 2000 census, with 8,700 registered voters.

Major Infrastructure: Police station, vehicles and equipment, numerous recreational facilities.

Fiscal Information

Budget: City: \$87,320,177, Police: \$8,589,107, Community Development (Recreation only): \$3,384,803.

Sources of Funding: The City's General Fund, property taxes, local sales taxes, local gas tax revenues and other special funds and grants.

Rate Structure: None

2.5 CITY OF SOUTH LAKE TAHOE

I. SETTING

The City of South Lake Tahoe (City) is a general law city and was incorporated on November 30, 1965. The City is governed by a five-member city council. The City is located in the northeastern portion of El Dorado County, bordered on the northwest by Lake Tahoe, and to the northeast by the California/Nevada state line.

The City works with other local and regional government agencies including El Dorado County, the State of California, Douglas County Nevada, the California Tahoe Conservancy, the Lahontan Regional Water Quality Control Board, the California Department of Forestry, the California Department of Transportation and the Tahoe Regional Planning Agency.

Area Served

The City of South Lake Tahoe covers 10.1 square miles. The City's boundaries are identified in the City's General Plan. Updates to the City's General Plan are made every ten years, and include a review of the City's boundaries and sphere of influence.

The Parks and Recreation Department indicated that they provide service outside of their service area. Various services are provided to County Service Area 3.

The Parks and Recreation Department, as well as the Chief of Police, stated that existing City boundaries are appropriate for provision of services. Service is provided within the boundaries of the City of South Lake Tahoe.

Services Provided

Parks and Recreation services are provided by the City of South Lake Tahoe Parks and Recreation Department, a part of the Community Development Department. Police Services are provided by the City of South Lake Tahoe Police Department.

Services provided by the Parks and Recreation Department overlap with other agencies. The Boys and Girls Club, Tahoe Paradise Park District and the Lake Tahoe Unified School District provide recreation services and/or opportunities that overlap with the City of South Lake Tahoe Parks and Recreation Department.

The Police Department operates under mutual aid agreements with other police agencies; with Douglas County, Nevada, and with the El Dorado County Sheriff. The Police Department aims to maintain response times of three minutes for high priority calls.

The County and the City share some aspects of development of recreation facilities. This has typically been through land acquisition and land management.

II. GROWTH AND POPULATION

The City is located within the Lake Tahoe Basin, which is characterized by sensitive environmental features and is highly regulated by the Tahoe Regional Planning Agency (TRPA). TRPA has controlled growth in the basin since the 1970s. Through a TRPA ordinance enacted in 2005, there is a moratorium on any new subdivisions on previously

undeveloped land. Consequently, no significant growth is anticipated by the City. **Figure 2.5-1** shows the City's current boundaries and Sphere of Influence.

Population estimates for the City vary by agency. According to the US Census, the City had a population of 23,609 in 2000. The City estimates a 2005 population of 25,819. The State Department of Finance estimated the population as of January 1, 2006 at 23,594 persons.

The City is currently considering the trade of undeveloped forest and stream environment zone (SEZ) to other public agencies for developable land that is located within the City limits. In addition, the City is considering the possibility of annexing Barbara Avenue into the City to allow construction of low income housing. This would add residences to the City and may require additional parks and/or police services.

The Police and Recreation Departments plan for future growth and service needs, based on the General Plan. The Departments utilize the goals and policies in the General Plan to determine the adequacy of service levels, and plan for new infrastructure or other needs, to continue to provide services at acceptable levels.

The City of South Lake Tahoe's current General Plan was adopted in 1999 and serves as the overall guiding policy document for land use, development and environmental quality for the City. The City has removed its traditional parcel specific zoning in the General Plan Land Use Element and replaced zoning with the TRPA's Plan Area Statements (PAS).

The TRPA uses PAS to combine many parcels of like uses into one land use classification. Specific goals, policies, programs and allowed uses, among other things, are then identified for each Plan Area. The City reduced this duplication and confusion of two different land use regulations by using PAS and creating a consistent method of land use regulation within its limits.

No significant growth or population increases are currently anticipated to affect the City's ability to provide of services. The Police Chief indicated that seasonal fluctuations in population present service challenges, however; the Department is aiming to have adequate staffing to limit the impacts of these fluctuations on service. The City does not have any major plans for future expansion of boundaries.

III. INFRASTRUCTURE

This section addresses the adequacy of infrastructure and facilities and maintenance programs within the City.

The City's Parks and Recreation Department has various recreation facilities available for use by the public. These include the following:

The Recreation and Swim Pool Complex; 25 yard indoor/outdoor year round swimming pool, gymnasium, weight room, kitchen, crafts room, various meeting rooms, changing/shower facilities, outdoor volleyball and basketball courts, picnic area and Parks and Recreation Department offices.

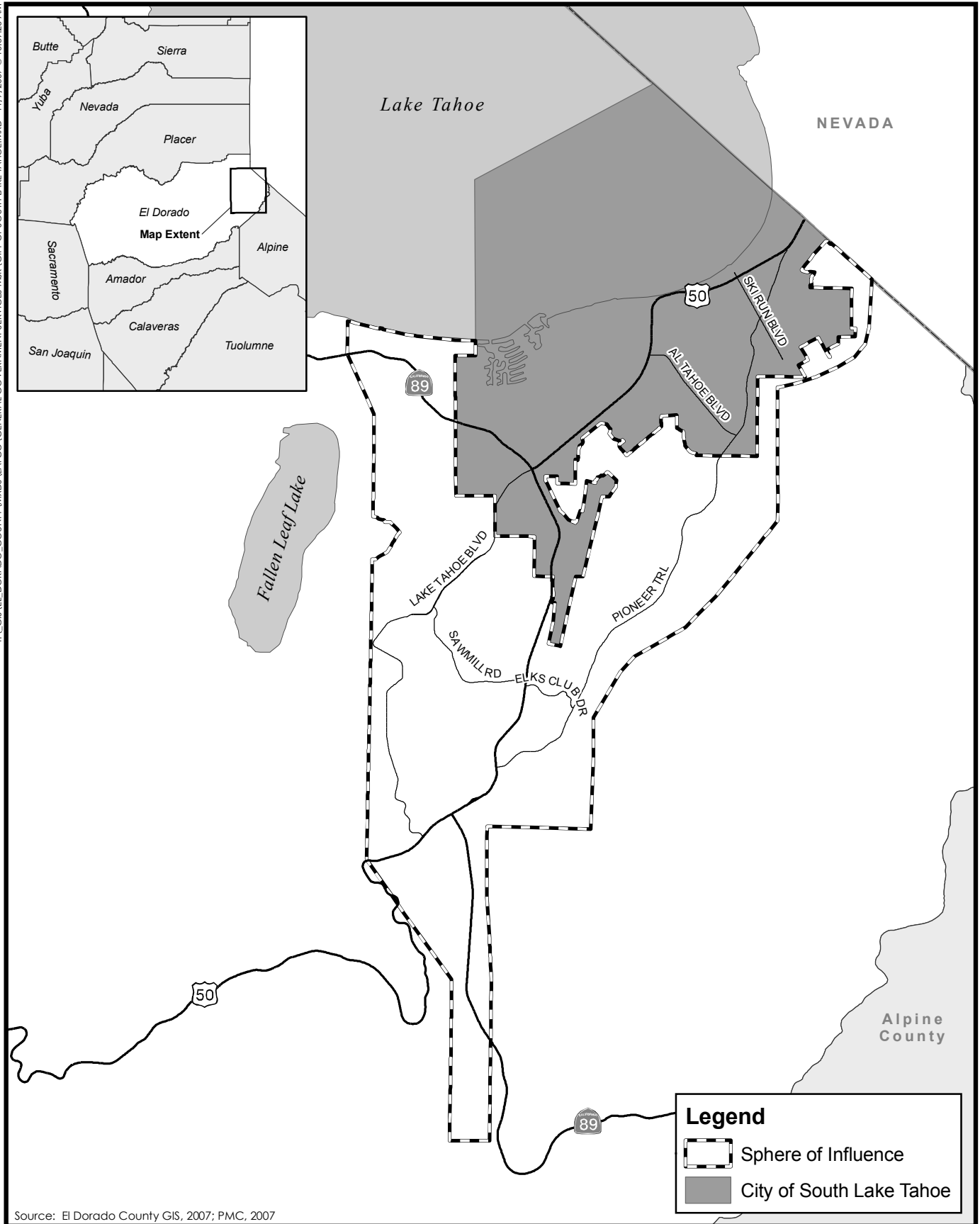


Figure 2.5-1
City of South Lake Tahoe

The South Tahoe Ice Arena; a full service, state of the art ice skating facility. This facility consists of a regulation NHL size sheet of ice, locker rooms, snack bar, retail store, arcade and party rooms. This public facility offers ice skating and hockey lessons as well as public skate sessions.

The South Tahoe Senior Center; 10,000 sq. ft. facility with meeting rooms, arts and crafts room, dance room, library, computer lab, lounge and a commercial kitchen. The Senior Center offers free health screenings, free legal services, nutrition programs and various classes and activities including painting and dancing, bridge groups, bingo, dominoes, writing club and various support groups. The Senior Center also offers free transportation in South Lake Tahoe for Senior Citizens. This service runs on Tuesday, Wednesday, Thursday and Friday.

The Department operates the Bijou park and golf course. This park has a nine-hole golf course, a Frisbee golf course and skate park.

The South Lake Tahoe Campground by the Lake is open from April to October. The City also maintains Regan Beach and El Dorado Beach.

During the summer months the City of South Lake Tahoe Parks and Recreation Department rents out its softball fields for tournaments.

The City of South Lake Tahoe Police Station is located at 1332 Johnson Boulevard in South Lake Tahoe. The Police Station houses the police department, dispatch, records, detectives, storage and evidence. Police Department infrastructure also includes patrol vehicles and officer equipment. The Chief of police indicated that the current station is adequate for service provision.

Financing for infrastructure improvements comes from various sources, including Capital Improvement Program (CIP) requests through the city budget process and through private donations.

The City of South Lake Tahoe maintains its CIP as part of the annual City budget. The projects identified in the 2006-07 budget include the expansion of the Linear Park bike trail. The existing bike trail was completed in 1999 and runs along the Sierra Meadows. The expanded bike trail will connect Stateline to Ski Run. This project is anticipated to cost \$125,049 and will be financed by proceeds from the previous sale of existing City-owned property.

Improvements are planned for the El Dorado Beach/Ski Run bike trail. This project will connect the South Shore bike trail network to other existing trails. This project is projected to cost \$315,460. Funding will come from the California Tahoe Conservancy and CTC Retention. Projects identified in the 2006-07 budget as new requests for the 2006-07 year include improvements to the Community Ball Field. The project would add a snack bar area and restrooms to Community Ball Field. This project is anticipated to cost \$102,500 and will be financed by Measure S Funds.

IV. FINANCING AND RATE RESTRUCTURING

This section of the MSR analyzes the financial operations of the District, including financial statements, audits, and other budgetary documents, to assess the long-term financial viability of the District.

Audited financial statements for the Fiscal Year (FY) ending September 30, 2006 were reviewed to determine the City's financial status. The City's total net assets were \$5.7 million. At the close of the FY 2006, the City's governmental funds reported a combined ending fund balance of \$19.7 million, an increase of \$4.3 million, or 28%, from the previous fiscal year. Total revenues were \$63.3 million, with total expenses of \$45.4 million.

The City's revenues (in millions), for the year ending September 30, 2006, included governmental program revenues from charges for services (\$4.8), operating grants (\$9.1) and capital grants (\$7.9). Business type program revenues came from charges for services (\$2.4), operating grants (\$1.2) and capital grants (\$0.1). Total program revenues were \$25.5 million.

Additional revenues (in millions) came from governmental general revenues, including property taxes (\$10.7), sales taxes (\$7.5), transient occupancy taxes (\$11.9), franchise taxes (\$1.2), transfers (-\$0.4), vehicle fees (\$0.2), other taxes (\$3.3) and other revenue (\$2.9). Business type general revenues came from other revenue (\$0.1) and transfers (\$0.4). Total General Revenues were \$37.8 million. With general revenues of \$37.8 million and program revenues of \$25.5 million, total revenues for the year ending September 30, 2006 were \$63.3 million.

The City's expenses (in millions) for the year ended September 30, 2006 included: governmental activities expenses from general government (\$11.4), public safety (\$13.3), public works (\$3.2), parks and recreation (\$3.8), streets (\$2.6) and interest on debt (\$6.5). Business type expenses included transit (\$1.9), airport (1.4) and parking garage (\$1.3). Total expenses for the year ended September 30, 2006 were \$45.4 million.

With total revenues of \$63.3 million and total expenses of \$45.4 million, the City had a net revenue of \$18.0 million. This brought the City's total net assets from a negative \$12.3 million, up to \$5.7 million. This was the first time in several years that the City's net assets were positive.

The City's 2006-07 budget was reviewed to analyze department-specific financial efficiencies. Taxes and service fees are collected by the City and dispersed to the various City Departments, through the budgeting process. The Parks and Recreation Department receives some funding from fees charged for the use of facilities. Additional funding comes from grants and donations.

The City's total budget for 2006-2007 is \$87,320,177. The budget will be financed from the General Fund (\$28,674,074), Special Revenue Funds (\$15,460,186), Enterprise Funds (\$4,130,441), Internal Service Funds (\$5,799,157), Debt Service Fund (\$8,922,728), Capital Improvement Program (\$23,526,090) and Trust and Agency Funds (\$834,500). The City projects the use of \$1,976,363 from the fund balance and projects a net revenue for the year 2006-07 of \$719,319.

The Police Department is financed by the City's General Fund, and occasionally, from grant funding. The 2006-07 Budget for the Police Department includes General Fund Revenues for police administration, police operations, police certified training, the joint dispatch center and police support. Non-General Fund Revenues come from other sources including, but not limited to police vehicle replacement, Police Proposition 172 Sales Tax, DUI traffic safety grant and Vehicle Abatement. Total non-General Fund revenues for the Police Department are projected to be \$1,437,306, with total revenues for the Department projected to be \$2,631,906.

Major General Fund expenses for the Police Department include Administration, Operations, Certified Trainings, Joint Dispatch Center, and Police Support. General Fund expenses for the year 2006-07 are projected to be \$7,281,692. Non-General Fund Expenses include, but are not limited to, police vehicle replacement, DUI traffic safety grant, Police Proposition 172 Sales Tax, Assets Forfeitures – Justice Fund) and Vehicle Abatement. Total non-General Fund expenses are projected to be \$1,307,415, with total Police Department expenses for 2006-07 projected to be \$8,589,107. The Police Department's budget for 2006-07 projects total revenues of \$2,631,906 and total expenses of \$8,589,107. The Department's budget shows a loss of \$5,956,693 for the year 2006-07.

The Parks and Recreation Department, which is part of the Community Development Department, is funded through the City's general fund. The Department indicated that current funding is not sufficient to cover the costs of providing service. The Community Development Department's total budget for the year 2006-07 is projected to be \$5,164,791. With total financing projected to be \$3,382,090, the Community Development Department is projecting a loss of \$1,782,701 over the 2006-07 year.

Major projected Parks and Recreation expenses are Golf Course (\$263,481), Campground (\$268,540), Park Services (\$355,867), Ice Arena (\$795,784) and Recreation Services (\$804,594). Total projected expenses are \$3,384,803. Major, projected sources of income for the Department are Golf Course (\$385,000), Campground (\$370,000), Ice Arena (\$700,000) and Youth/Teen programs (\$146,300). Total Parks and Recreation revenues are projected to be \$2,087,700. The Parks and Recreation Department is projecting a loss of \$1,297,103 for the year 2006-07.

The Recreation Department indicated that they have debt from the purchase of equipment. This is paid off on the short term, with structured payment schedules.

The City has 17 different outstanding long-term debts, consisting of various loans and bonds. The latest bond is due serially in 2035. At the FY ending September 30, 2006, the City had \$124.9 million in long-term debt, compared to \$127 million the previous FY, a decrease of \$2.1 million, or 2%. In 2006, the city issued \$23.2 million in Refunding Revenue Bonds to reduce the long-term aggregate debt service.

The City's financial structure appears to have been operating inefficiently, and though these departments are anticipated to operate with losses in the year 2006-07, the overall budget is projected to operate with a net revenue. The City appears to be recovering from past financial problems.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The City utilizes a competitive bid process for specific services which has been effective in controlling costs. The City also contracts out beach equipment provision, and food services at beach locations.

The City's Police Department operates under a Memorandum of Understanding with other regional law enforcement agencies. This contributes to cost avoidance by reducing duplication of services within the area of the City. Further, the City's Police and Fire Departments, along with the emergency ambulance service all contribute to and utilize a single shared dispatch service.

Potential cost avoidance opportunities available were analyzed and no additional opportunities were identified that would result in a significant reduction in costs associated with service provision.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The Recreation Department shares facilities with the Lake Tahoe Unified School District. No additional opportunities for shared facilities have been identified by the City.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the City.

The City of South Lake Tahoe is a general law city, governed by state law and local ordinances. California Government Code Section 34000 *et seq* enables and regulates the power of cities to provide services to residents. The City's organizational structure is presented in **Figure 2.5-2**. Service provision within the City is also regulated by the City's own Ordinances and Codes as well as by policies contained in the City's General Plan.

The City is able to function under its current government structure. The existing structure of the City as a general law city is sufficient to allow the City to continue service provision in the foreseeable future. Reorganizing the provision of police or parks services under a different enabling legislation or government structure is not expected to significantly improve service. There are no legal or administrative limitations on the City for future service provision and it is unlikely that other government structures would result in a significant improvement in service.

The Parks and Recreation Department employs 19 full-time employees and utilizes approximately 250 to 270 seasonal/part-time employees. Volunteers are utilized to varying degrees, and for a wide range of activities, including campground hosts, ice rink hosts, senior center volunteers, marshals at the golf course, and other activities, as needed.

The budget shows that the police department will employ 62 employees in 2006-07. The Police Chief stated that the Department employs one Chief of Police, four administrative personnel, ten first line supervisors, 31 police officers and 15 civilian employees. The Police Department does not currently utilize volunteers, although the Police Chief expressed a desire to form a volunteer service.

The City has not expressed interest in significantly changing the current boundaries, beyond limited annexations. According to the United States Census Bureau, the City has a total area of 10.1 square miles.

VIII. LOCAL ACCOUNTABILITY

The City operates under the City Council-City Manager form of municipal government. The governing body is the City Council, composed of five officials, elected by voters within the City. One of the five Council members is elected mayor each year by the other Council members. Each councilmember is elected to a four-year term, with elections staggered, so that three Council members will be elected in one election year, and two Council members will be elected at the next election year.

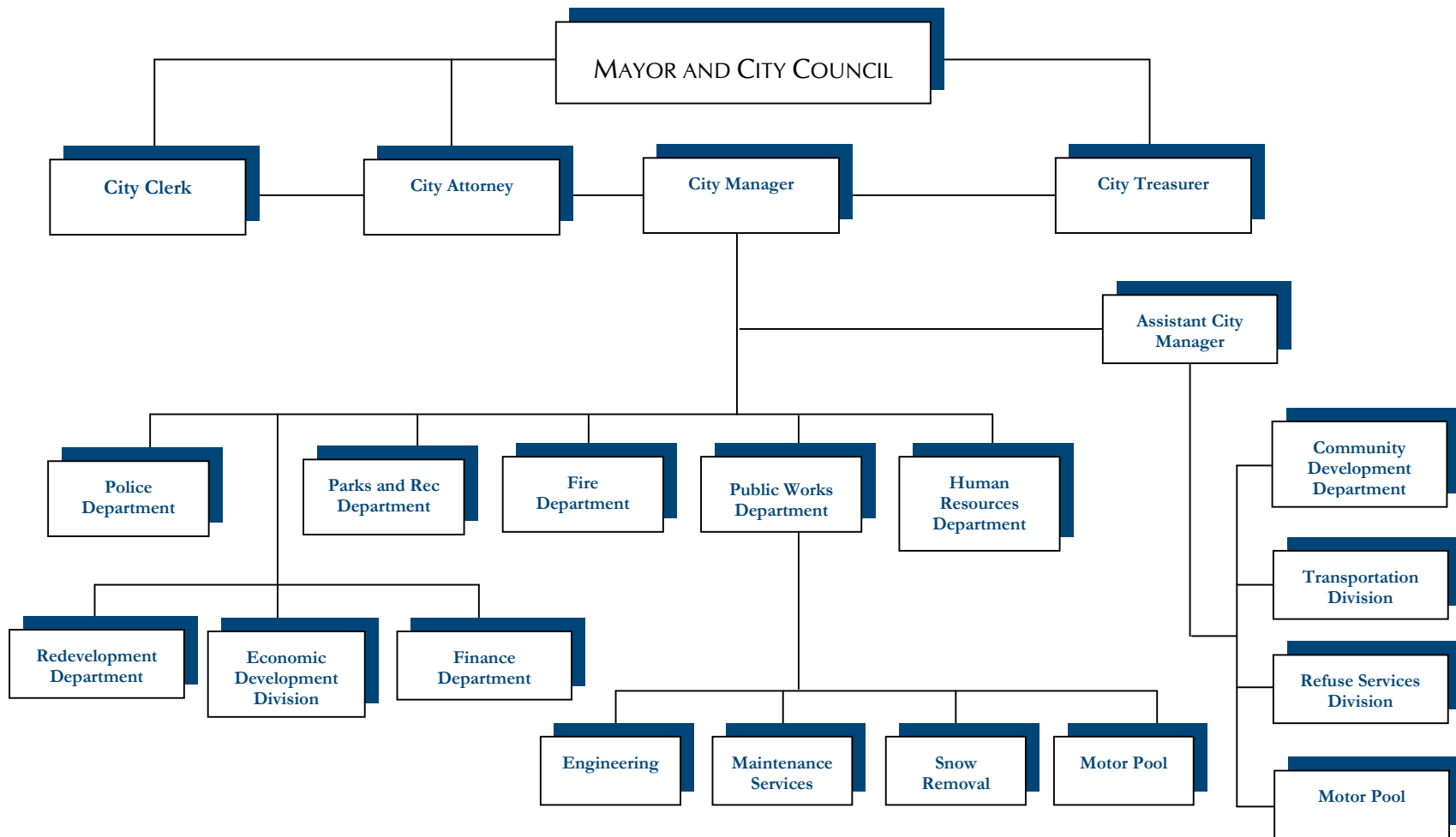
The City Council meets biweekly on the first and third Tuesdays at the City of South Lake Tahoe's City Administrative Center. Meetings are held at 9:00 a.m. in the City Council Chambers, 1901 Airport Road. Agendas are posted at the City Administrative Center. Agendas, as well as supporting materials, are also available on the City's website, <http://www.ci.south-lake-tahoe.ca.us>, which also includes general information on the city and city services. Meeting times, locations, and agendas are properly posted in accordance with the requirements of the Brown Act.

The City maintains a "Citizen Report" comment sheet that is filled out when residents call to express a concern. Public comments are encouraged at the City Council meetings. The public is also able to share their concerns with City Council members, which in turn are discussed with the City Manager, who then notifies the Director of Public Works. There appears to be sufficient avenues for public comment.

Parks and Recreation Department customer satisfaction is measured through word of mouth, formal surveys and measurement of participation trends in programs and services. Services are provided equally among all customers.

Feedback from the Public is obtained by the Police Department. The department is currently conducting a customer survey. The survey will be conducted by randomly choosing police calls and sending out a questionnaire. Previous surveys have been conducted by the Police Department over the phone.

FIGURE 2.5-2
CITY OF SOUTH LAKE TAHOE ORGANIZATIONAL CHART



IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the City of South Lake Tahoe include residential, commercial, industrial, recreational, and open space land uses. Planned land uses are anticipated to remain the same as current land uses.

- 2) The present and probable need for public facilities and services in the area.

The Parks and Recreation Department stated they are constantly in the process of trying to answer this question. The Police Department indicated the need for additional staffing to continue to provide an adequate level of service.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

Both the Parks and Recreation Department and Police Department are able to meet the needs of the community at an adequate level, at this time, with the exception of the need for additional Police staffing.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

Social or economic communities of interest in the area other than South Lake Tahoe include the nearby communities of Angora, Lake Valley, Fallen Leaf Lake and the community of Stateline in the State of Nevada.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Population and growth projections for the City of South Lake Tahoe are not expected to significantly change, as growth within the Lake Tahoe region is highly regulated by the Tahoe Regional Planning Agency. There is a moratorium on any new subdivisions on previously undeveloped land. No significant growth is anticipated by the City of South Lake Tahoe. Future land uses are anticipated to primarily remain the same as current land uses.

Infrastructure

The City of South Lake Tahoe's Police Department operates out of a single station. The Police Station houses all operations including dispatch, administration, records, parking, evidence and storage. The Parks and Recreation Department operates various facilities including a large aquatic center, golf course and ice arena. The City of South Lake Tahoe appears to have a sufficient Police and Parks and Recreation infrastructure and equipment to provide these services. Plans for additional facilities are limited to bike trail

improvements and the construction of a snack bar and restrooms at the Community Ball Field. No other major plans for future expansion of services or infrastructure and facilities were identified.

Financing Constraints and Opportunities

The City of South Lake Tahoe has been, previously, operating with a net deficit. The year 2005-06 was the first year for several years that the City returned its net assets to a positive amount. The City's projected budget anticipates positive net revenue for the 2006-07 year, however; the Departments reviewed in this MSR; Police and Parks and Recreation are anticipated to operate with net losses. The City's financial structure appears to have been operating inefficiently, and though these departments are anticipated to operate with losses in the year 2006-07, the overall budget is projected to operate with positive net revenue. The City appears to be recovering from past financial problems.

Rate Restructuring

The City of South Lake Tahoe charges fees for the use of various recreational facilities. Police service is funded through taxes and other sources of financing. No additional fees are collected for Police or Parks and Recreation services.

Cost Avoidance Opportunities

The City of South Lake Tahoe appears to utilize a sufficient range of cost avoidance opportunities including bidding of contracted services. The City's Police Department operates under an MOU with other local law enforcement agencies and shares dispatching with other City departments. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

The Recreation Department shares facilities with the Lake Tahoe Unified School District. There is not a JPA with the school district, however. No additional opportunities for shared facilities have been identified by the City.

Government Structure Options

The City of South Lake Tahoe is able to function under its current government structure. The existing structure of the City as a general law city is sufficient to allow the City to continue service provision in the foreseeable future. Reorganizing the provision of police or parks services under a different enabling legislation or government structure is not expected to significantly improve service. There are no legal or administrative limitations on the City for future service provision and it is unlikely that other government structures would result in a significant improvement in service.

Evaluation of Management Efficiencies

The City of South Lake Tahoe is operating efficiently under its existing structure. The Parks and Recreation Department employees 19 full-time employees and utilizes approximately 250 to 270 seasonal/part-time employees. The Police Department employs approximately 62 persons. The Chief of Police indicated the need for additional staffing however; staffing appears to be generally adequate for services provided.

Local Accountability

The City Council members are elected by voters within the City. Board meetings are held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input. Information regarding the City is readily available to members of the public. The Police Department has conducted phone surveys in the past and is currently preparing a mail-based customer survey, while the Parks and Recreation Department relies on customer feed-back from program participants.

XI. BIBLIOGRAPHY

City of South Lake Tahoe, *Fiscal Year 2006/2007 Annual Operating Budget*, adopted October 3, 2006.

Maze & Associates, *Basic Financial Statements for the Year Ended September 30, 2006*, February 19, 2007.

City of South Lake Tahoe, City of South Lake Tahoe's Website, <http://www.ci.south-lake-tahoe.ca.us>, Date accessed: April 23, 2007.

City of South Lake Tahoe, *City of South Lake Tahoe General Plan*, 1999.

Correspondence and personal communication with Stan Hill, Managing City Engineer, City of South Lake Tahoe, April 23 to May 11, 2007.

2.6 COSUMNES RIVER COMMUNITY SERVICE DISTRICT

COSUMNES RIVER COMMUNITY SERVICES DISTRICT

Contact Information

Address: P.O. Box 133
Somerset, CA 95684

Phone: (530) 622-2868

Website: <http://www.cosumnesrivercsd.com>

Management Information

Manager: None

Governing Body: Board of Directors

Board Members: Michael Juliff Elected 2005 – 2009
Kirk Daugherty Elected 2007 – 2011
Ripley Howe Elected 2005 – 2009
Jodie Moran Elected 2007 – 2011
Dominic Montez Elected 2005 – 2009

Board Meetings: First Saturday of every even-numbered month, at 1 pm in the District's Swim Hole Park

Staffing: None, contracts for services

Service Information

Empowered Services: Roadway maintenance, park maintenance

Services Provided: Roadway maintenance, park maintenance

Latent Powers: None

Area Served: Approximately 1,349 acres

Population Served: 217 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$47,095

Sources of Funding: Property assessment and property taxes

Assessments: \$150 per parcel

Rate Structure: None

2.6 COSUMNES RIVER COMMUNITY SERVICES DISTRICT

I. SETTING

Cosumnes River Community Services District (District) was formed in 1983 to maintain a community park and roadways that provide access to residential homes within the District's boundaries. The District is empowered and regulated by Government Code 61101-61120, for Community Services Districts.

Area Served

The District is located south of Sand Ridge Road and north of the Middle Fork of the Cosumnes River, approximately one mile southwesterly of Bucks Bar Road in the Somerset area of El Dorado County. **Figure 2.6-1** shows the District's current boundaries and Sphere of Influence.

Services Provided

This Municipal Service Review will focus on recreational services provided by the District. Roadway services provided by the District are analyzed in El Dorado LAFCO's Streets and Highways Municipal Service Review, available on LAFCO's website.

The District does not provide additional services outside of their enabling legislation and the provision of services does not extend beyond designated service boundaries. The District is not contracted to provide service to other service providers.

The only service issue identified by the District is the enforcement of the no disorderly behavior, no drugs or alcohol, no animals off leash and no open flames or fires rules within the park.

II. GROWTH AND POPULATION

The District currently is providing recreation services to 300 parcels covering approximately 1,349 acres, within the District's boundaries. The District does not currently anticipate any significant future growth, population increases, or changes in land uses, as most of the parcels have been developed according to the zoning for the area. No significant growth or population increases are expected that will affect the District's ability to provide services. The District does not have any plans for future expansion.

III. INFRASTRUCTURE

This section addresses the adequacy of parks and recreation facilities and maintenance programs within the District. The adequacy of the District's recreation facilities is generally based on the District's self assessment, as determined by adherence to local preferences and expectations for parks and recreation facilities.

The District's current recreation infrastructure consists of a single park, located within the District, along the Cosumnes River. This park covers approximately one acre and includes a parking area, picnic tables and benches, and equestrian tie-ups. The park is open to all residents of the District and is also open to the general public with a day use fee.

Maintenance and repairs to the park are generally performed by volunteers. Materials are often donated for the completion of small projects and as needed, district funds are

utilized for park maintenance. The District indicated that no new infrastructure is planned for the park.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the District, including financial statements, audits, and other budgetary documents, to assess the long-term financial viability of the District. Community Services Districts in El Dorado County typically rely upon property taxes, property assessments, for financing. The District is financed primarily through property taxes and property assessments. Properties are currently assessed \$150 annually per parcel. User fees are collected for use of the park.

The FY 2006-07 budget estimates major revenues from property taxes (\$7,520) and direct assessments (\$29,948) and other miscellaneous income, totaling \$37,468. The carryover fund balance from the previous fiscal year was a deficit of \$15,904. The District's budget includes appropriating \$25,532 from reserves, with total financing for the District of \$47,095. Major expenses budgeted include roadway maintenance (\$30,033), park administration (\$5,000) accounting (\$3,878), and insurance (\$3,235), with total expenditures of \$43,095. The FY 2007 budget totals \$47,095 and is expected to result in expenditures greater than current FY revenues. Financing sources available exceed current year expenditures, with \$4,000 appropriated for contingencies.

In addition to budget information, Cosumnes River Community Services District provided a financial audit from FY 2000-01 to FY 2004-05. The District's audit provides a statement of assets and liabilities and a statement of the District's revenues, expenditures and change in net assets from FY 2000-01 to FY 2004-05. The statement of revenues, expenditures and change in net assets is an indicator of the District's ability to meet its annual expenditures with the funds available. A continual decline in net assets may mean the District will encounter future financial problems. **Table 2.6-1** provides a summary of Cosumnes River Community Services District's revenues, expenditures and change in net assets from FY 2000-01 to FY 2004-05.

TABLE 2.6-1
COSUMNES RIVER COMMUNITY SERVICES DISTRICT: REVENUES, EXPENDITURES AND NET ASSETS
FY 2000-01 TO FY 2004-05

	2000-01	2001-02	2002-03	2003-04	2004-05
Total Expenditures ¹	\$30,044	\$29,655	\$43,354	\$29,055	\$48,044
Revenues –Property Taxes	\$33,798	\$35,488	\$34,798	\$35,489	\$35,113
Revenues – Other ²	\$853	\$1,221	\$745	\$468	\$910
Total Revenues	\$34,651	\$36,709	\$35,543	\$35,957	\$36,023
Net Revenue (Deficit)	\$4,607	\$7,054	\$(7,811)	\$6,902	\$(12,021)
Net Assets – end of period	\$16,509	\$23,563	\$15,752	\$22,654	\$10,633

¹ Total Expenditures are included as one category, covering current operating expenditures for services and supplies, equipment purchases and depreciation expenses.

² Revenues (Other) is the total revenue from intergovernmental revenues, other revenues, fines, forfeitures and penalties and revenue from use of money or property. They are included as a sum instead of separate categories because none are a significant revenue source for most of the years covered.

T:\GIS\EL DORADO COUNTY\XDS\LAFCO\GENERAL GOVERNMENT SERVICES\MSR\COSUMNES RIVER CSD.MXD - 11/17/2007 @ 11:31:15 AM

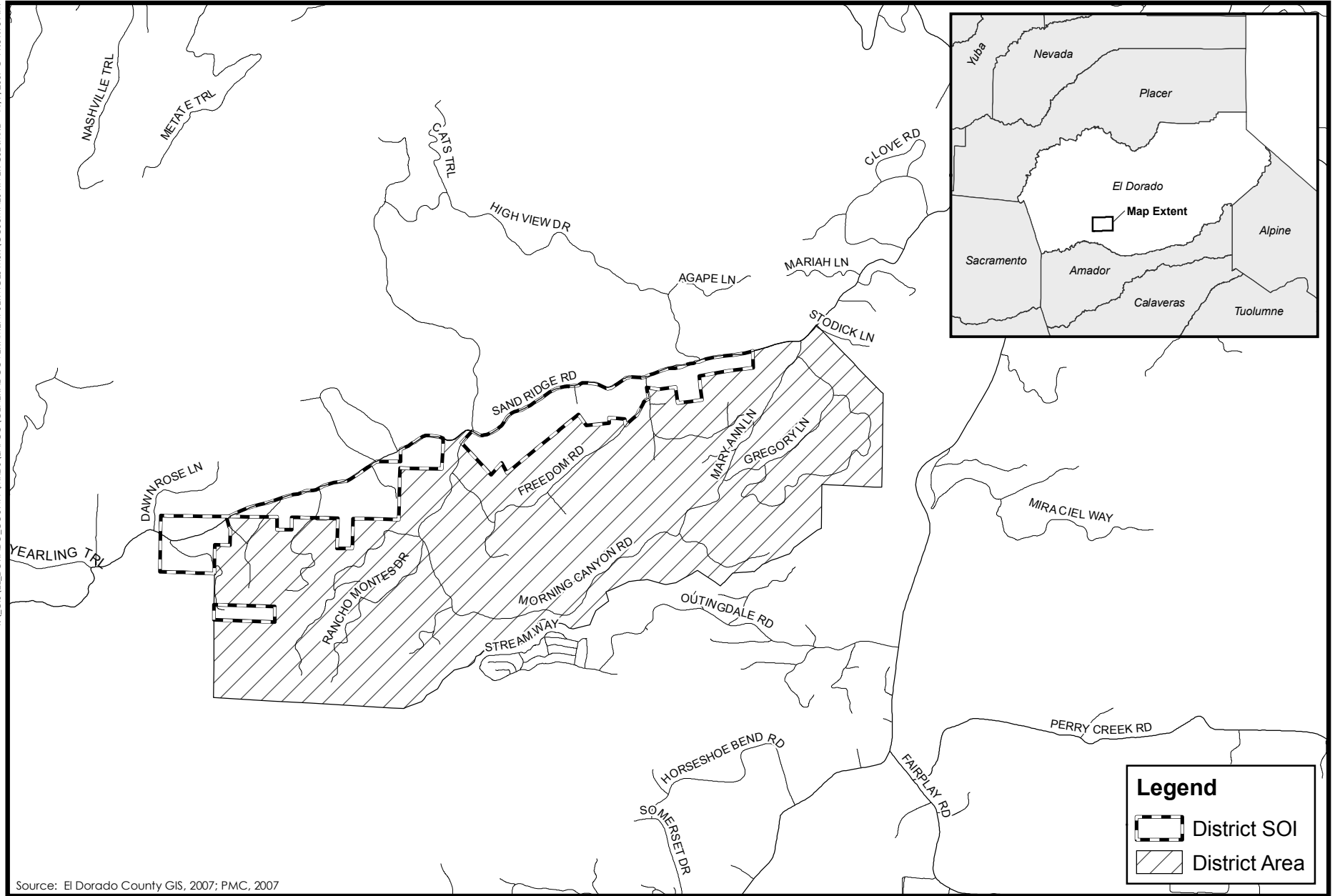


Figure 2.6-1
Cosumnes River CSD
PMC

The information provided in **Table 2.6-1** shows general trends in the District's expenditures and revenues; however, there may be other factors which affect the District's financial stability. The District's audit includes supplementary information which gives more detailed accounting of revenues and expenditures. This information was reviewed to further assess the District's financial stability.

The District's annual expenditures vary from year to year, with significantly greater expenditures in FY 2002-03 and FY 2004-05. Supplementary information from the financial audits shows that the greater expenditures in those years are due to increased amounts spent on road maintenance.

Table 2.6-1 shows that the District's annual revenues are relatively stable over time. The District's net assets include cash with the County Treasury and imprest cash. As shown in **Table 2.6-1**, the District's net assets change from year to year, in part because some years the District has higher expenses for roadway maintenance. The District's assets are generally decreasing over time; therefore, the District may not be able to financially recover from future roadway maintenance expenditures. Further, although park maintenance is supported by donations, future needs may not be met if the District is already short on funding. Grants or other additional financing opportunities are needed to maintain service.

The District charges user fees for use of the park. These are \$20 for non-resident users and \$1 for residents. The District is also financed by property assessments, which were last raised in 1995 and have remained at \$150 annually per parcel since then. The District attempted to raise property assessments in 2005. Voters were asked to vote on an increase of an additional \$75 per parcel, plus an annual increase of \$15 per year for the succeeding five years. The voters rejected the increase in property assessments.

The County handles the District's fiscal administration. All the District's funds are deposited into the County Treasury. The County Auditor's office manages the District's receivables and payables. The District submits payment requests for reimbursements to the County, which in turn sends payments to contractors. The District currently does not have any outstanding debt.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District utilizes a competitive bid process for roadway maintenance and upgrades. Community members within the District have also been able to reduce District costs by volunteering to perform park maintenance activities.

The District is currently pursuing reimbursement from the Federal Emergency Management Agency (FEMA) for roadway repairs due to the spring 2006 storms. District staff has indicated that there is a potential for 100% reimbursement by FEMA.

The District is a member of the Special District Risk Management Authority (SDRMA), an intergovernmental risk sharing joint powers authority. This membership has resulted in a

reduction of the District's insurance costs through pooling insurance with other special districts.

The District appears to utilize a sufficient range of cost avoidance measures to avoid or defray costs. No additional cost avoidance opportunities have been identified that would result in a significant reduction in costs associated with service provision.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section considers the potential benefits of facilities sharing on the finances and operations of the District. The District does not share any facilities with another service provider. No significant opportunities for shared facilities have been identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the District. California Government Code Section 61101-61120 enables the formation of Community Services Districts to provide roadway services. Cosumnes River CSD is an independent special district which has a separate board of directors not governed by other legislative bodies (either a city council or a county board of supervisors).

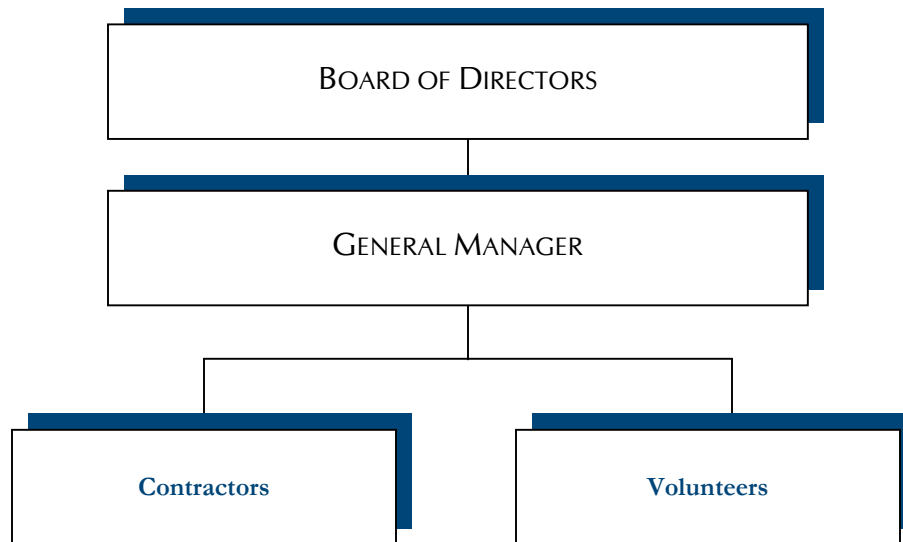
The District, in its current legal form, is able to function under its governmental structure. The existing structure of the District as a community services district is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations on the District that would prevent future service provision.

Transitioning the CSD to another government entity, such as another district or other form of local government, would be unlikely to result in significant efficiencies or significant improvements in service. The current governmental structure is appropriate to provide adequate services.

Should financial or operational limitations lead to the District ceasing operations or pursuing options for alternative government structures, a homeowners' association may be the next best option to maintain the park and roadways. While a homeowners' association is considered a non-profit corporation, the association may be able to continue to provide services. A homeowners' association would allow residents to retain local control and could allow greater flexibility in increasing special assessments to provide additional funding. This may involve the dissolution of the District and transferring responsibilities to the new homeowner's association, or a contractual relationship in which the District and HOA continue to exist independently. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

The District operates under a Board of Directors, with a General Manager who was appointed by the Board of Directors in 2004. The District employs contractors when needed and utilizes volunteers when possible. The District's organizational structure is shown in **figure 2.6-2**.

**FIGURE 2.6-2
COSUMNES RIVER CSD ORGANIZATIONAL CHART**



The District has not expressed interest in changing the current District boundaries. Residents within the District appear to be the primary users of the District's park, though there are outside visitors to the District's park. Service provided is adequate within the District's existing boundaries and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided and demanded.

VIII. LOCAL ACCOUNTABILITY

The District's governing Board of Directors is composed of five officials, elected by voters to four-year terms. The board elections are held every two years. Terms for Board members are staggered, with two or three terms maximum expiring at the same time. Board members are comprised of registered voters within the District. Board positions are unpaid.

The Board creates policy by adopting resolutions or ordinances through duly noticed public hearings. District board meetings are held on the first Saturday of every even-numbered month, at 1:00 p.m. in the District's park, located within District boundaries. Meeting announcements are posted prior to the board meeting on the District's website, <http://www.cosumnesrivercsd.com>, and on signs located at the entrances to the five largest roads leading into the District. Board meetings and notices appear to be consistent with Brown Act requirements which govern open meetings for local government bodies. There appears to be ample opportunity for public involvement and input at meetings.

Approximately once a year, the District mails a newsletter to residents within the District, which includes news and updates about the District, the District's budget, and board member contact information.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the District are primarily rural residential. Planned land uses are anticipated to remain the same as current land uses.

- 2) The present and probable need for public facilities and services in the area

Present needs for public facilities and services are currently being met, although at limited levels of service. Probable needs for public facilities and services are not currently anticipated to vary from present needs, as future demands are expected to remain the same.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The present capacity of public facilities provided is adequate to serve the existing community, although roadway improvements are limited based on available financing and priorities established by the District. No additional park facilities are required.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

There are no social or economic communities of interest in the area. Nearby communities include the Somerset area.

As shown in **Figure 2.6-1**, the District's Sphere of Influence extends beyond the District's current service area. Shrinking the District's Sphere of Influence to be concurrent with the service boundaries may be appropriate, based on the limited probability of District expansion. Any changes to the District's Sphere of Influence should reflect all services the District provides, as the District provides additional services that are not analyzed in the this Municipal Service Review.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

The Cosumnes River CSD indicates that demands for recreation services are not increasing. No significant growth or population increases are anticipated by the Cosumnes River CSD. Current and future land uses are anticipated to remain primarily residential and the District's area is generally built out.

Infrastructure

Cosumnes River CSD's current recreation infrastructure consists of a single park along the Cosumnes River. The park is approximately ¼ acre in size and includes a parking area,

and picnic area with tables and benches. The park is maintained by the District as needed, in addition to volunteers from the District. Cosumnes River CSD does not have plans for expansion of recreation infrastructure or facilities.

Financing Constraints and Opportunities

The Cosumnes River CSD is financed by assessments and property taxes, which are considered barely adequate by District staff. The District does not have outstanding debts. The District has attempted to increase property assessments, but the increase was rejected by voters in 2005. No additional significant financing opportunities have been identified. The District has accumulated reserves every year to be expended for roadway maintenance every few years when needed. Fiscal year 2007 budgeted expenses are greater than revenues, but less than total financing available. The District's assets are generally decreasing over time and the District may not be able to financially recover from future roadway maintenance expenditures. Additional financing opportunities are needed. Financing for the improvement and maintenance of recreational facilities may come from grants or other sources.

Rate Restructuring

The Cosumnes River CSD charges \$20 for the use of the park by non-residential users and \$1 for residents of the District. The District's services are also financed by assessments and property taxes. Taxes are \$150 per parcel per year. These rates were set in 1995 and recent attempts to increase these rates were rejected by property owners.

Cost Avoidance Opportunities

The Cosumnes River CSD appears to be utilizing a sufficient range of cost avoidance opportunities, including bidding of contracted services, utilizing contract services, utilizing community volunteers for minor maintenance services, applying for reimbursements from FEMA, and pooling of insurance to reduce costs. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

The Cosumnes River CSD does not share any facilities with another provider. No significant opportunities for shared facilities have been identified.

Government Structure Options

The Cosumnes River CSD is the only agency providing recreational services within its jurisdictional boundary. The overall management structure of the District is sufficient to perform necessary services and maintain operation in an efficient and effective manner. The Cosumnes River CSD's service boundaries are appropriate for the current services provided. If an alternative governmental structure option becomes necessary, transferring roadway maintenance service responsibilities to either a homeowners' association or the County may be the next best option. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

Evaluation of Management Efficiencies

The Cosumnes River CSD is able to operate under its existing structure. The District is able to provide adequate services with limited funds. The District's Board of Directors appointed the current General Manager in 2004. The District does not currently employ any staff and contracts for services when needed.

Local Accountability

The Cosumnes River CSD's Board is elected by voters within the District. Board meetings appear to be held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input. The Cosumnes River CSD is able to inform the public via the District's website and newsletter mailed to residents. No significant issues regarding local accountability were noted.

XI. BIBLIOGRAPHY

County of El Dorado, Independent Special Districts Fiscal Budgets for the Fiscal Year 2006-2007.

County of El Dorado, Cosumnes River Community Services District Audit Report on the Financial Statements for Fiscal Years from FY 2000-01 to FY 2004-05.

Correspondence with Ripley Howe, District President, Cosumnes River Community Services District.

Phone Conversation with Dominique Montez; board member, Cosumnes River Community Services District. November 26, 2007.

2.7 COUNTY SERVICE AREA NO. 2

COUNTY SERVICE AREA NUMBER 2

Contact Information

Address: 2441 Headington Road
Placerville, CA 95667

Phone: (530) 642-4954

Website: <http://www.co.el-dorado.ca.us>

Management Information

Manager: Elizabeth Zangari

Governing Body: El Dorado County Board of Supervisors

Board Members:

Rusty Dupray	Elected 2004 - 2009
Helen Baumann	Elected 2004 - 2009
James R Sweeney	Elected 2004 - 2009
Ron Briggs	Elected 2006 - 2011
Norma Santiago	Elected 2006 - 2011

Board Meetings: Weekly, every Tuesday at 8:00 am at the Board of Supervisor's Meeting Room, located at 330 Fair Lane, Bldg A, in Placerville

Staffing: 1.5

Service Information

Empowered Services: Roadway maintenance,

Services Provided: Roadway maintenance

Area Served: Approximately 2,039 acres

Population Served: Not provided

Major Infrastructure: None

Fiscal Information

Budget: \$81,895

Sources of Funding: Property taxes and property assessments

Assessments: Varies according to each Zone of Benefit

Rate Structure: None

2.7 COUNTY SERVICE AREA NUMBER 2

The El Dorado County Department of Transportation manages the four County Service Areas; 2, 3, 5 and 9, analyzed in this Municipal Service Review. The Department provided information regarding these four County Service Areas.

The Department stated that County Service Area 2 was not included in the response because none of the types of services reviewed in this MSR are provided by County Service Area 2. County Service Area 2 is not empowered to provide any of the types of services reviewed in this MSR.

Because this District does not provide the services being reviewed in this MSR, and no information was provided relating this district to these services, no analysis is provided for this district.

I. BIBLIOGRAPHY

County of El Dorado, Department of Transportation. 2007 Municipal Services Review for CSAs #3, #5, #9 Response. October 2007.

This page intentionally left blank.

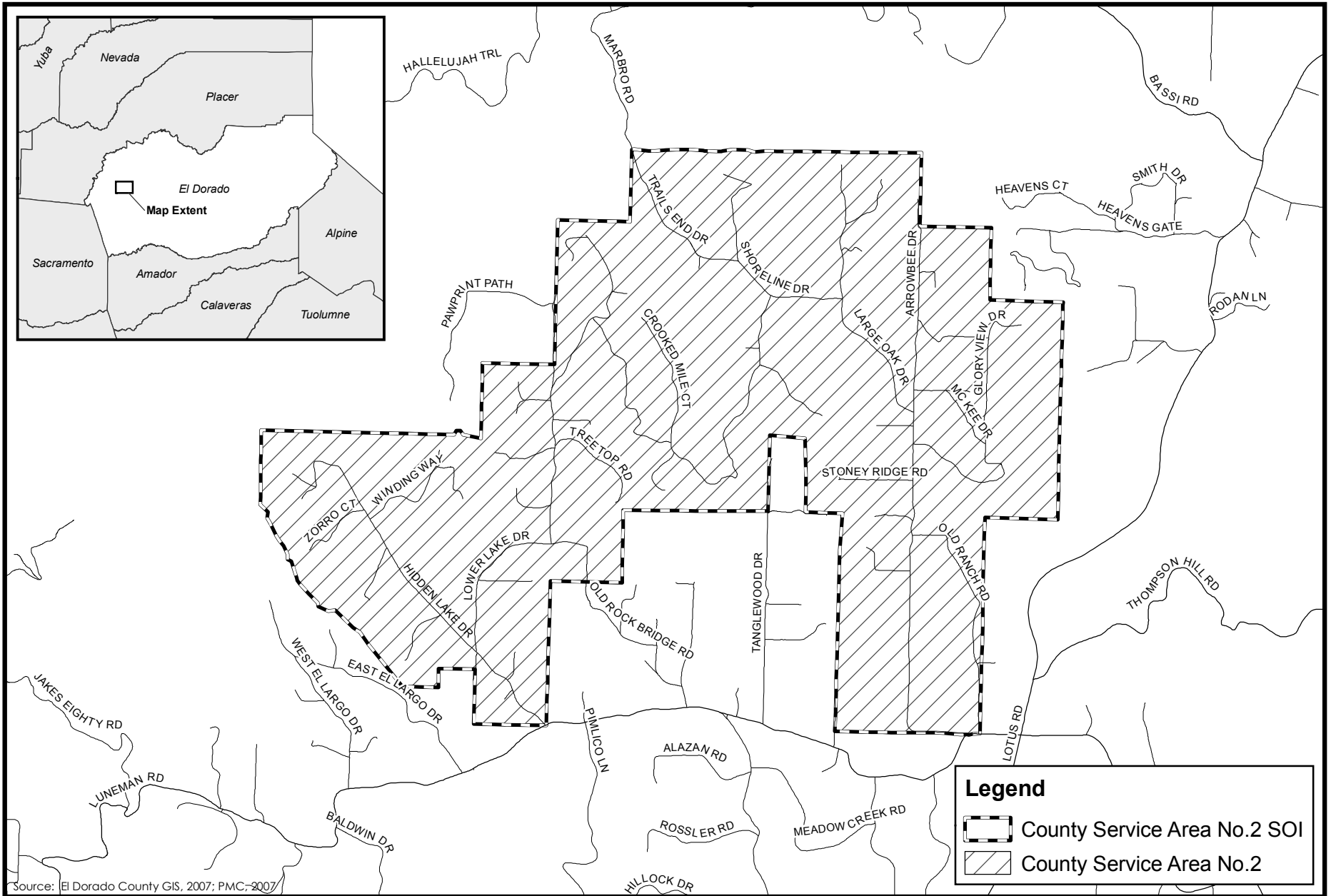


Figure 2.7-1
County Service Area No.2
PMC

2.8 COUNTY SERVICE AREA NO. 3

COUNTY SERVICE AREA NUMBER 3

Contact Information

Address: 2441 Headington Road
Placerville, CA 95667

Phone: (530) 642-4954

Website: <http://www.co.el-dorado.ca.us>

Management Information

Manager: Elizabeth Zangari

Governing Body: El Dorado County Board of Supervisors

Board Members:

Rusty Dupray	Elected 2004 - 2009
Helen Baumann	Elected 2004 - 2009
James R Sweeney	Elected 2004 - 2009
Ron Briggs	Elected 2006 - 2011
Norma Santiago	Elected 2006 - 2011

Board Meetings: Weekly, every Tuesday at 8:00 am at the Board of Supervisor's Meeting Room, located at 330 Fair Lane, Bldg A, in Placerville

Staffing: 1.5

Service Information

Empowered Services: Mosquito abatement and vector control, snow removal equipment, snow removal services, erosion control and drainage facility maintenance.

Services Provided: Snow removal equipment and drainage.

Area Served: Not provided

Population Served: Not provided

Major Infrastructure: None

Fiscal Information

Budget: \$3,942,788

Sources of Funding: Property taxes and property assessments

Assessments: Varies according to each Zone of Benefit

Rate Structure: None

2.8 COUNTY SERVICE AREA NUMBER 3

I. SETTING

County Service Area 3 (CSA 3) was formed by Resolution 9-63 of the El Dorado County Board of Supervisors (County Board). The District was formed to provide "control or destruction to insects injurious to plant life," and "the eradication of insects which could introduce dangerous, infectious, or communicable diseases". These services are generally referred to as mosquito abatement and vector control.

Area Served

County Service Area Number 3 covers the eastern portion of the County; bordering on the state of Nevada to the east, Lake Tahoe to the east and north and Alpine County to the south. Please see **Figure 2.8-1** for a map of the CSA's boundaries.

County Service Area Number 3 is divided up into zones of benefit. These are the areas which receive particular services from a County Service Area. County Service Area 3 provides drainage services to a single zone of benefit. CSA 3 also provides snow equipment and snow removal service to two zones of benefit; the South Shore Snow Zone and the West Shore Snow Zone.

No services are provided outside of the Zones of Benefit, and there are no agencies which provide similar services, in any areas which overlap with the County Service Areas, however CSA 3 operates under a Joint Powers Agreement with the City of South Lake Tahoe.

Services Provided

The empowered services of CSA 3 have changed over time. Ordinance No. 3394 of the El Dorado County Board of Supervisors established service fees and added snow removal equipment to empowered services. This ordinance also repealed and re-established Ordinance 4158. Resolution 348-83 of the El Dorado County Board of Supervisors formed Zone of Benefit #2 to provide snow removal services to the unincorporated area within CSA #3, excluding the City of South Lake Tahoe. Lastly, Resolution 368-85 formed Zone of Benefit #4 to provide erosion control and Resolution 21-98 added drainage facility maintenance and improvements services.

County Service Area Number 3 is now empowered to provide mosquito abatement and vector control, snow removal equipment, snow removal services, erosion control and drainage facility maintenance.

CSA 3 contains two zones of benefit formed for the purpose of providing snow removal equipment and services in the unincorporated areas of this County Service Area. The CSA provides also drainage services to one Zone of Benefit. Mosquito abatement is also provided within CSA 3.

Weather is the primary factor that impacts timing and demand for maintenance in the CSA Zones of Benefit where drainage maintenance is performed. Severe rainstorms can result in overload to some storm drainage systems. Further, heavy seasonal precipitation can also result in the need for increased weed abatement services. CSA 3 has funds, allocated for special projects and contingencies, which are utilized for referencing almanacs and weather forecasts for short term planning with respect to precipitation.

Mosquito abatement and vector control is provided within CSA 3, through the Department of Environmental Management. The Department's certified Vector Control Agents routinely check sites. The Envision data system is utilized, which includes a Vector Mobile program that tracks sources, mosquito species and treatment.

II. GROWTH AND POPULATION

Future service demands are based on the build out of subdivisions. Project proposals are reviewed by County Service Area administrative staff, during the County's subdivision review process. CSA staff review plans and determine if additional facilities will be added, which will require maintenance. As the infrastructure for each subdivision is completed, the drainage facilities are incorporated into the County Service Area's annual maintenance plans.

Mosquito abatement service needs are forecasted based on the amount of precipitation received each year. The installation of water detention drainage basins has increased the demand for mosquito abatement needs. The restoration of stream environments has also increased mosquito habitat, and increased the demand for services. Population is not a factor in projecting service demands for mosquito abatement.

The El Dorado County 2004 General Plan identifies areas of likely growth within the CSA boundaries. The General Plan includes projected future land uses, population increases, and development over a time span of 20 years. The County has land use jurisdiction over unincorporated portions of the County, which includes the areas within CSA 3. Additionally, development within portions of the CSA, is regulated by the Tahoe Regional Planning Agency.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The CSA's administrative offices are housed at the Department of Transportation, Headington Road Facility, and are shared with the Maintenance Division personnel. CSA 3 includes two zones of benefit, established for the purpose of providing snow removal equipment and maintenance of snow removal equipment. Equipment is owned by the CSA and utilized by the County, as well as the City of South Lake Tahoe (through a Joint Powers Agreement) to provide snow removal services. Equipment is acquired through a lease/purchase arrangement. The South Shore Snow Zone currently leases six graders and two snow blowers. The West Shore Snow Zone leases one grader and two snow blowers.

The Department of Environmental Management owns and maintains equipment for mosquito abatement, including sprayers and other vehicles, and one building. Vehicles and equipment are replaced on a normal schedule based on the useful lifespan of equipment.

Special licenses/permits are required for application of herbicides for weed abatement in the drainage zones. Because the same personnel provide weed abatement for both the drainage maintenance zones and all other County facilities, there is no impact to the drainage zones resulting from the license/permit needs.

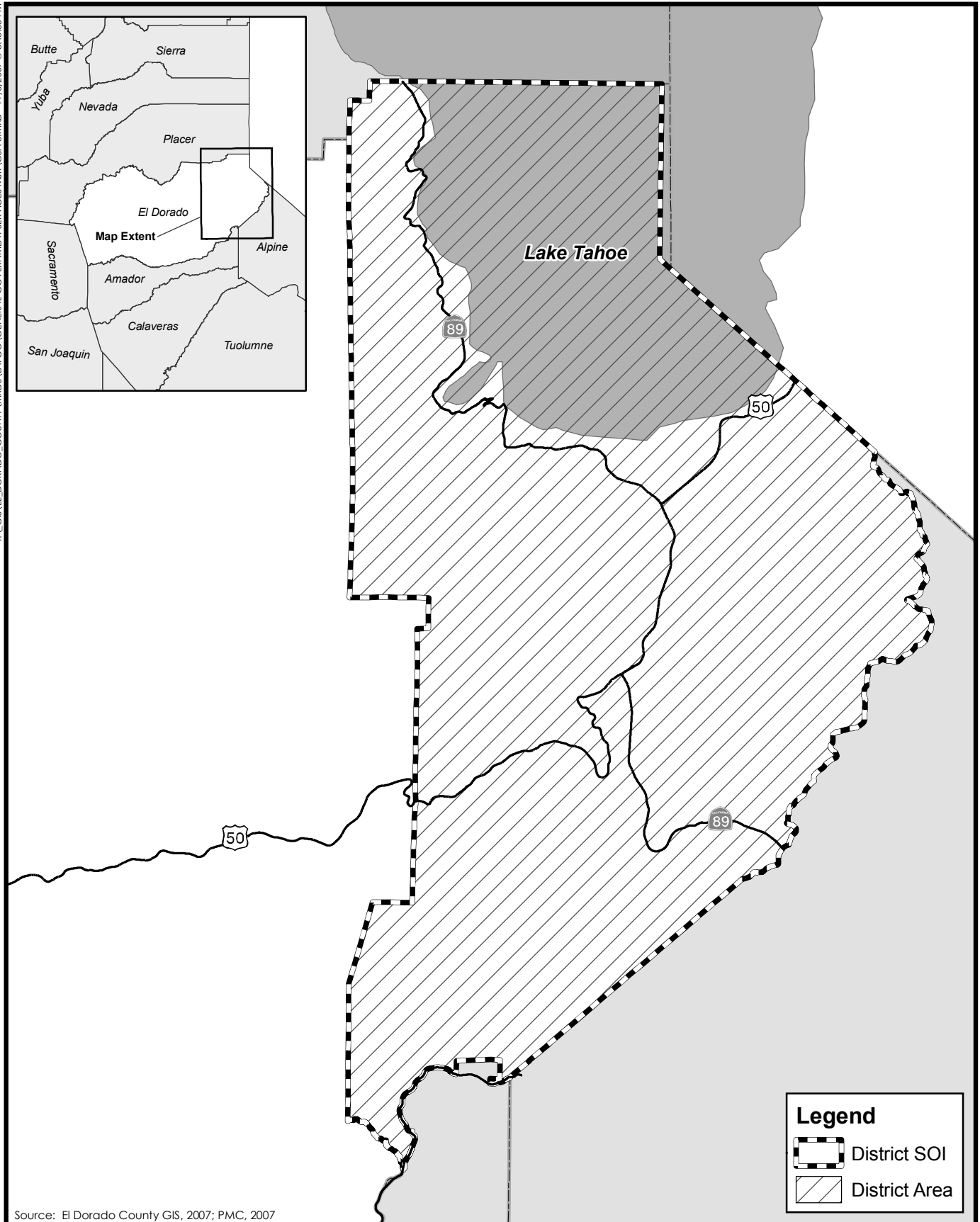


Figure 2.8-1
County Service Area No. 3

Planned Facilities

Drainage facilities are planned and built on a subdivision by subdivision basis. As noted above, as plans are carried out as subdivisions are completed, the CSAs incorporate new drainage infrastructure into maintenance planning.

The DOT stated that future development and expansion are subject to the condition that drainage facilities are developer-built and based on County approved plans. Further, the Department indicated that future facilities should meet the demand for service. Because facilities are planned and approved on the basis of need, upgrades are not expected to be necessary. Should upgrades be required, financing would come from zone of benefit funds or from contributions from another source.

IV. FINANCING AND RATE RESTRUCTURING

The DOT provided financial statements for the CSA, for Fiscal Years (FY) 2004-05, 2005-06 and budgetary information for FY 2006-07. Financial statements from FY 2005-06 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

CSA 3 provided budgetary information for FY 2006-2007. The District's budget is reviewed by the County Board of Supervisors, and then adopted. The District's adopted budget for FY 2006-07 projects revenues from the fund balance (\$1,139,503), taxes (\$349,764), fines forfeitures and penalties (\$5,000), revenue from use of money and property (\$12,100), intergovernmental revenue from the State (\$3,900), Revenue from other governmental agencies (\$0), charges for service (\$2,367,293) and other financing sources (\$65,228). The total budget for FY 2006-07 is projected to be \$3,942,788.

CSA 3's budget for FY 2006-07 provides a projection of expenses. For that year, the CSA's budget projects expenditures on salaries and employee benefits (\$352,940), services and supplies (\$2,328,690), other charges (\$605,239), fixed assets (\$4,000), intra-fund transfers (\$103,991) and appropriation for contingencies (\$547,928). The District's projected expenses for FY 2006-07 match the District's projected revenues.

CSA 3 provides drainage service to one zone of benefit and provides snow equipment and snow removal service to two zones of benefit. One on the south shore and one on the west shore of Lake Tahoe. The snow removal areas are financed through assessments and the drainage zone is financed through special taxes. The Cascade Drainage Zone of Benefit, served by CSA 3, is funded through a special tax. Mosquito abatement is provided throughout the CSA through the Department of Environmental Management. This service is financed by property taxes and direct assessments. The Department's budget is available on their website, but does not delineate revenues and expenditures for this service.

Within the South Shore Snow ZOB, CSA 3 collects assessments of \$10 per parcel per year, for Forest Service cabins, and \$20 per parcel per year for other residential parcels. Assessments within the West Shore Snow ZOB are \$50 per parcel and special taxes collected within the Cascade Drainage ZOB are \$350 per parcel. All assessments and taxes are collected for developed parcels only. The CSA's income from special taxes and assessments, for each zone of benefit, from July 1 2006 to August 18, 2007, are shown in **Table 2.8-1**.

**TABLE 2.8-1
COUNTY SERVICE AREA 3 ZONES OF BENEFIT**

Zone of Benefit	Revenues	Expenditures	Net Income (deficit)
West Shore Snow Zone	\$308,189	\$133,073	\$175,115
South Shore Snow Zone	\$215,167	\$114,969	\$100,198
Cascade Drainage Zone	\$63,072	\$1,569	\$61,503
Total	\$586,428	\$249,611	\$336,816

The DOT states that, for the most part funds are sufficient to cover the costs of providing services and information provided by the Department indicated that the County Service Areas do not have any outstanding debt.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

County Service Area 3 is under a Joint Powers Agreement (JPA) with the City of South Lake Tahoe. This agreement was adopted in 1989 to provide for snow removal equipment and services in the CSA. The agreement included a sunset clause at the end of the 1999-2000 tax year. In 1999, the County Board of Supervisors adopted a resolution extending the JPA indefinitely. Under this agreement, the City provides staff to perform snow removal service, utilizing the CSA's snow removal equipment.

A staff of one full-time and one part-time employee currently manage all the County Service Areas within the County. This sharing of employees allows the CSAs to share costs with other County Service Areas for similar management and administration services.

The Department stated that funds are sufficient to cover the costs of providing drainage maintenance. Review of revenues and expenditures of the CSA indicate that revenues are in excess of those required to provide these services.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the CSA and the potential for CSA 3 to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations.

CSA 3's administrative offices are housed in the Department of Transportation Headington Road Facility and are shared with maintenance personnel. Two offices in the Department of Transportation Maintenance Division Building are used by CSA zone of benefit staff and shared with Maintenance Division and Construction Engineering staff.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

County Service Area Number 3 is a dependent special district which is governed by an outside legislative body; the County Board of Supervisors. The County Service Area zones are governed by the County Board of Supervisors. There are five supervisors who are elected in a registered voter election within each of the five supervisorial districts. Each term is four years. Currently, the terms for the supervisors representing three of the districts expire in 2008, with the remaining two expiring in 2010.

CSA 3, in its current legal form, is able to function under its governmental structure. The existing structure of CSA 3 as a county service area is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations affecting the District's future service provision. Services provided are adequate within the District's existing boundaries and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided and demanded.

All management of the County Service areas is handled by County Administrative staff.

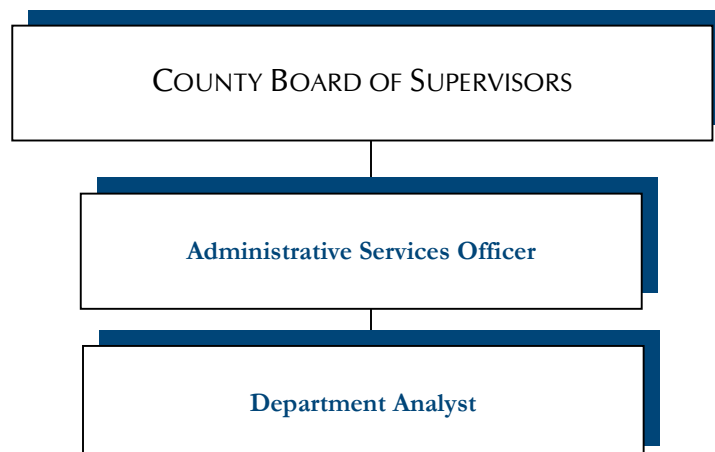
The CSAs employ one full time Department Analyst, dedicated to the CSA zone of benefit program, with direct funding provided collectively by all of the CSA zones of benefit. One Administrative Services Officer provides program oversight.

The District utilizes road maintenance personnel to perform periodic maintenance to erosion control/drainage facilities. This is under the direction of a Department of Transportation staff engineer, when necessary and there are no personnel solely dedicated to this program.

For those zones of benefit with advisory committees, volunteers are utilized to perform brush removal, herbicide spraying upon approval from the County and clearing of debris from roadside ditches. Vector control services are provided by Vector Control Technicians through the Department of Environmental Management.

Drainage facility maintenance and associated weed abatement services are provided by Department of Transportation personnel, but funded through the County Service Area Zones of Benefit. **Figure 2.8-2** shows CSA 3's current organization structure.

FIGURE 2.8-2
COUNTY SERVICE AREA NUMBER 3 ORGANIZATIONAL CHART



VIII. LOCAL ACCOUNTABILITY

County Board of Supervisors' meetings are held every Tuesday at 9:00 am, at the Board of Supervisors chambers at 300 Fair Lane in Placerville. Meeting times and locations are posted on the County's website, and outside of Building A of the County Government Center, located at 300 Fair Lane in Placerville.

Community involvement is encouraged through the El Dorado County Vector Control District information on the Department of Environmental Management's website. Hand outs are available in the Department's office and are distributed at special events. El Dorado County participates in "West Nile Virus and Vector Control Awareness Week" each year. A hotline is maintained providing updated West Nile Virus information for the County. Service call statistics are tracked using the Envision system.

The CSAs measure customer satisfaction, by evaluating the number (or lack) of complaints regarding service in the various zones of benefit.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

The land uses in the area of CSA 3 include residential, open space, and other land uses. The CSA contains some urbanized areas, of cities.

- 2) The present and probable need for public facilities and services in the area.

CSA 3, along with the other CSAs in the county, plans infrastructure improvements on a subdivision by subdivision basis. The CSA incorporates facilities which are part of subdivisions, into their maintenance planning.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

CSA 3 provides adequate services and public facilities within its boundaries.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The City of South Lake Tahoe is the only noted social or economic community of interest in the area of CSA 3.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

County Service Area Number 3's future service demands are based on the build out of subdivisions. Project proposals are reviewed by County Service Area administrative staff, during the approval process. Staff review plans and determine if additional facilities will

be added, which will require maintenance. As the infrastructure for each subdivision is completed, the drainage facilities are incorporated into the County Service Areas' annual maintenance plans.

Infrastructure

County Service Area Number 3's drainage facilities are planned and built on a subdivision by subdivision basis. As noted above, as subdivisions are completed, the CSAs incorporate new drainage infrastructure into maintenance planning. Future development and expansion are subject to the condition that drainage and lighting facilities are developer built and based on County approval plans. Further, the Department indicated that future facilities should meet the demand for service. Because facilities are planned and approved on the basis of need, upgrades are not planned since they should not be necessary. Should upgrades be required, financing would come from zone of benefit funds or from contributions from another source.

Financing Constraints and Opportunities

County Service Area 3 is financed through assessments for the snow equipment zones of benefit, and through special taxes for the single, drainage zone of benefit. The CSA appears to generate revenues well above actual expenses, resulting in significant reserves beyond those needed to provide funding for anticipated operations. Budgets are balanced in each year, although revenues have exceeded projections in each of the last two years.

Rate Restructuring

County Service Area 3 appears to receive adequate financing from current charges for service, taxes, and assessments.

Cost Avoidance Opportunities

Cost avoidance measures employed by County Service Area 3 include a Joint Powers Agreement with the City of South Lake Tahoe, to provide snow removal equipment. Additional cost avoidance is maintained by the sharing of employees and facilities, among the county service areas, and with the use of competitive bid process for contracting out services. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

County Service Area 3's administrative offices are housed in the Department of Transportation Headington Road Facility and are shared with maintenance personnel. Two offices in the Department of Transportation Maintenance Division Building are used by CSA zone of benefit staff. No additional opportunities for shared facilities were identified.

Government Structure Options

County Service Area Number 3 is a dependent special district which is governed by an outside legislative body; the El Dorado County Board of Supervisors. There are five supervisors who are elected in a registered voter election within each of the five supervisorial districts. The government structure and boundaries of the District are appropriate and logical for the services provided.

Evaluation of Management Efficiencies

County Service Area 3 employs one full time Department Analyst, dedicated to the CSA zone of benefit program, with direct funding provided collectively by all of the CSA zones of benefit. One Administrative Services Officer provides program oversight. The District utilizes road maintenance personnel to perform periodic maintenance to erosion control/drainage facilities. This is under the direction of a Department of Transportation staff engineer, when necessary and there are no personnel solely dedicated to this program. The CSA indicated that current staffing levels are adequate to provide services.

Local Accountability

County Service Area 5, along with the other CSAs are managed by the El Dorado County Board of Supervisors. Regular public meetings are held at 9:00 am on Tuesdays in the Board of Supervisors chambers. Meeting times and locations are posted on the County's website, and outside of Building A of the County Government Center, located at 300 Fair Lane in Placerville. Noticing appears to be consistent with the Brown Act. Community involvement and education regarding mosquito abatement and vector control is encouraged through the Department of Environmental Management's website as well as brochures and special events. The county service areas measure customer satisfaction, by evaluating the number (or lack) of complaints regarding service in the various zones of benefit.

XI. BIBLIOGRAPHY

El Dorado County Department of Transportation. 2007 Municipal Services Review for CSAs #3, #5, #9 Response. October 2007.

El Dorado County Department of Transportation Special Districts Unit. Municipal Services Review 2007 Response, County Service Areas #2, #3, and #9 – Roads. August 2007.

El Dorado County. Website; www.co.el-dorado.ca.us. Accessed October 2007.

State Controllers Office. El Dorado County Special District Budget Detail for Fiscal Year 2006-2007. October 2007.

2.9 COUNTY SERVICE AREA NO. 5

COUNTY SERVICE AREA NUMBER 5

Address: 2441 Headington Road
Placerville, CA 95667

Phone: (530) 642-4954

Website: <http://www.co.el-dorado.ca.us>

Management Information

Manager: Elizabeth Zangari

Governing Body: El Dorado County Board of Supervisors

Board Members:

Rusty Dupray	Elected 2004 - 2009
Helen Baumann	Elected 2004 - 2009
James R Sweeney	Elected 2004 - 2009
Ron Briggs	Elected 2006 - 2011
Norma Santiago	Elected 2006 - 2011

Board Meetings: Weekly, every Tuesday at 8:00 am at the Board of Supervisor's Meeting Room, located at 330 Fair Lane, Bldg A, in Placerville

Staffing: 1.5

Service Information

Empowered Services: Drainage

Services Provided: Erosion Control

Area Served: Not provided

Population Served: Not provided

Major Infrastructure: None

Fiscal Information

Budget: \$316,487

Sources of Funding: Property taxes

Assessments: 1% property tax increment

Rate Structure: None

2.9 COUNTY SERVICE AREA NUMBER 5

I. SETTING

County Service Area Number 5 (CSA 5) was formed by LAFCo Resolution No. 4-70. County Board of Supervisors Resolution No. 171-70 established the CSA to provide drainage facility maintenance services in the Tahoe Cedars area. County Service Areas are dependent districts, managed by the County. The El Dorado County Department of Transportation (DOT) manages CSA 5.

Area Served

County Service Area 5 is located in the eastern portion of El Dorado County, abutting Lake Tahoe on the easternmost boundary of the CSA. No services are provided outside of the zone of benefit and the zone of benefit does not overlap with other agencies providing similar services. **Figure 2.9-1** shows the boundaries of the CSA. County Service Area Number 5 provides erosion control service to a single zone of benefit, within its boundaries.

Services Provided

CSA 5 is empowered to provide drainage facility maintenance, however; the CSA provides service to one erosion control zone of benefit in this CSA. No additional services are provided by this CSA. The DOT indicated there are no major service issues for this CSA.

II. GROWTH AND POPULATION

Future service demands are based on the build out of subdivisions. Project proposals are reviewed by County Service Area administrative staff, during the County's subdivision review process. CSA staff review plans and determine if additional facilities will be added, which will require maintenance. As the infrastructure for each subdivision is completed, the drainage facilities are incorporated into the County Service Areas' annual maintenance plans.

The El Dorado County 2004 General Plan identifies areas of likely growth within the CSA boundaries. The General Plan includes projected future land uses, population increases, and development over a time span of 20 years. The County has land use jurisdiction over unincorporated portions of the County, which includes the areas within CSA 5.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The CSA's administrative offices are housed at the Department of Transportation, Headington Road Facility, and are shared with the Maintenance Division personnel.

Special licenses/permits are required for application of herbicides for weed abatement in the drainage zones. Because the same personnel provide weed abatement for both the drainage maintenance zones and all other County facilities, this results in no additional impact to the District.

Planned Facilities

Drainage and lighting facilities are planned and built on a subdivision by subdivision basis. As subdivisions are constructed, the CSAs incorporate new drainage infrastructure into maintenance planning.

The DOT stated that future development and expansion are subject to the condition that drainage and lighting facilities are developer built and based on County approved plans. Further, the Department indicated that future facilities should meet the demand for service. Because facilities are planned and approved on the basis of need, upgrades are not expected to be necessary. Should upgrades be required, financing would come from zone of benefit funds or from contributions from another source.

IV. FINANCING AND RATE RESTRUCTURING

The DOT provided financial statements for FY 2004-05 and 2005-06 and also provided the projected budget for FY 2006-07. Financial statements from FY 2005-06 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

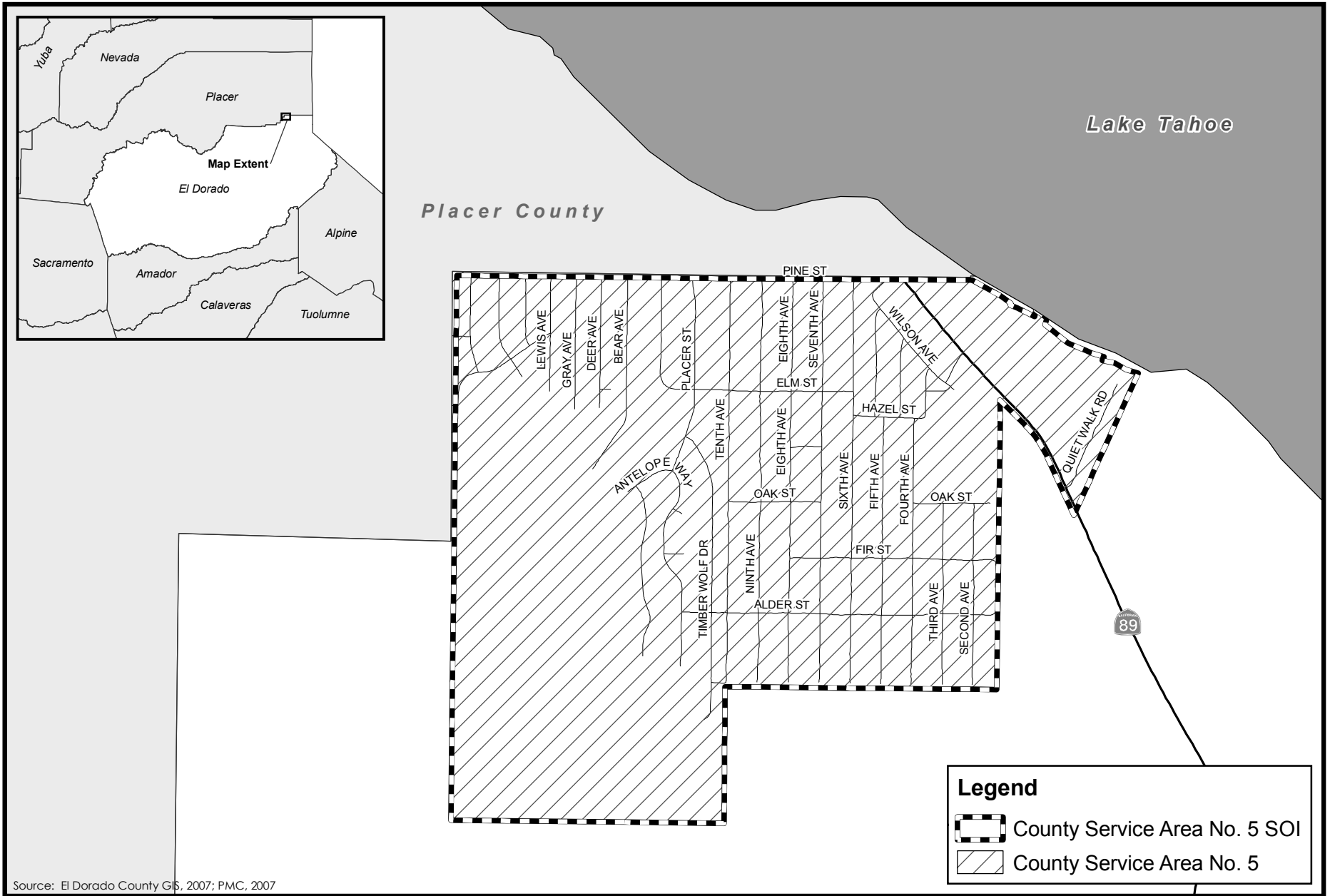
In FY 2004-05, CSA 5 had total financing sources of \$309,658 and total financing uses of \$11,833. Comparison of revenues and expenditures for that year shows that the CSA had a net income of \$297,825.

CSA 5's financial statement for FY 2005-06 showed income from the fund balance (\$298,371), taxes (\$32,220), fines forfeitures and penalties (\$15), revenue from the use of money and property (\$11,770) and intergovernmental revenue from the State (\$408). Total financing sources for FY 2005-06 was \$342,783.

CSA 5's financial statement for FY 2005-06 also showed expenses; services and supplies (\$0), inter-fund expenditures (\$265), inter-fund internal data processing (\$108) and inter-fund special district road/drainage/cemetery expenses (\$11,304). Total financing uses for CSA 5 in FY 2005-06 was \$20,745. Compared to the CSA's income of \$342,783, the CSA had a net income that year of \$322,038.

The District's financial statements also included the projected budget for FY 2006-06. The budget includes projected revenues from the fund balance (\$291,737), taxes (\$24,750), fines forfeitures and penalties (\$0), revenue from the use of money and property (\$0) and intergovernmental revenue from the State (\$0). Total financing sources for FY 2006-07 are projected to be \$316,487.

The budget also includes a summary of expenses for the year. Expenses include services and supplies (\$300,698), inter-fund expenditures (\$34), inter-fund internal data processing (\$114) and inter-fund special district road/drainage/cemetery expenses (\$15,641). Total projected financing uses for CSA 5 for FY 2006-07 are equal to the CSA's projected income.



700 0 700
FEET



Figure 2.9-1
County Service Area No.5
PMC

Based on the analysis of the previous two budgets and audits, it appears that the District is maintaining a large reserve while spending little on services. The CSA provides maintenance to drainage facilities, although lack of demand for maintenance activities has resulted in stagnation among District operations. No monies have been expended on service provision within the last two years, and the only major source of expense has been an intergovernmental transfer to provide for road, drainage, and cemetery expenses.

CSA 5 includes a single erosion control zone of benefit. This zone of benefit is financed through a 1% property tax increment.

The DOT provided financial reports for each zone of benefit, for the period from July 1, 2006 to August 18, 2007. County Service Area 5 had an income, for Tahoma Drainage Zone of \$377,299. Expenses for this zone were \$1,274. The net income for this zone was \$376,024.

The county services do not collect user fees.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

CSA 5 is not a member of any joint powers agreements. This CSA provides erosion control services to a single zone of benefit, and does not have significant expenses.

A staff of one full-time and one part-time employee currently manage all the county service areas within El Dorado County. This sharing of employees allows the CSAs to share costs with other county service areas for similar management and administrative services.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the CSA and the potential for CSA 5 to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations.

CSA 5's administrative offices are housed in the Department of Transportation Headington Road facility and are shared with maintenance personnel. Two offices in the Department of Transportation Maintenance Division Building are used by CSA zone of benefit staff and shared with Maintenance Division and Construction Engineering staff.

VII. Government Structure and Management Efficiencies

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

County Service Area Number 5 is a dependent special district which is governed by an outside legislative body; the County Board of Supervisors. The County Service Area zones are governed by the County Board of Supervisors. There are five supervisors who are

elected in a registered voter election within each of the five supervisorial districts. Each term is four years. Currently, the terms for the supervisors representing three of the districts expire in 2008, with the remaining two expiring in 2010.

CSA 5, in its current legal form, is able to function under its governmental structure. The existing structure of CSA 5 as a county service area is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations affecting the District's future service provision. Services provided are adequate within the District's existing boundaries and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided and demanded.

All management of the County Service areas is handled by County Administrative staff.

The CSAs employ one full time Department Analyst, dedicated to the CSA zone of benefit program, with direct funding provided collectively by all of the CSA zones of benefit. One Administrative Services Officer provides program oversight.

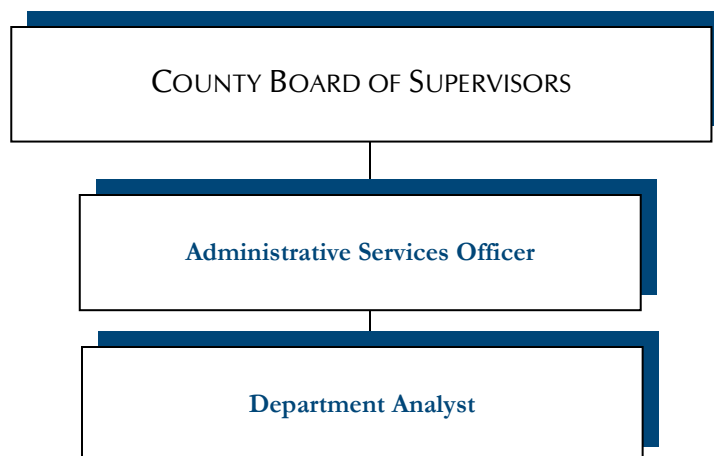
For CSA 5, periodic maintenance to erosion control/drainage facilities is performed by available road maintenance personnel, under the direction of a Department of Transportation staff engineer when necessary. There are no personnel solely dedicated to the maintenance program. Drainage facility maintenance and associated weed abatement services are provided by Department of Transportation personnel, but funded through the County Service Area Zones of Benefit. **Figure 2.9-2** shows CSA 5's current organization structure.

VIII. LOCAL ACCOUNTABILITY

County Board of Supervisors' meetings are held every Tuesday at 9:00 am, at the Board of Supervisors chambers at 300 Fair Lane in Placerville. Meeting times and locations are posted on the County's website, and outside of Building A of the County Government Center, located at 300 Fair Lane in Placerville.

The CSAs measure customer satisfaction, by evaluating the number (or lack) of complaints regarding service in the various zones of benefit.

FIGURE 2.9-2
COUNTY SERVICE AREA NUMBER 5 ORGANIZATIONAL CHART



IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

The land uses in the area of CSA 5 include residential, agricultural, commercial and other rural and urban land uses. Land uses within the CSA are not anticipated to change.

- 2) The present and probable need for public facilities and services in the area.

CSA 5, along with the other CSAs in the county, plans infrastructure improvements on a subdivision by subdivision basis. The CSA incorporates facilities which are part of subdivisions, into their maintenance planning.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

CSA 5 provides adequate services and public facilities within its boundaries.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The DOT did not identify any social or economic communities of interest in the area of CSA 5.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

County Service Area Number 5's future service demands are based on the build out of subdivisions. Project proposals are reviewed by County Service Area administrative staff, during the approval process. Staff review plans and determine if additional facilities will be added, which will require maintenance. As the infrastructure for each subdivision is completed, the drainage facilities are incorporated into the County Service Areas' annual maintenance plans.

Infrastructure

County Service Area Number 5's drainage and lighting facilities are planned and built on a subdivision by subdivision basis. As noted above, as subdivisions are completed, the CSAs incorporate new drainage infrastructure into maintenance planning. Future development and expansion are subject to the condition that drainage and lighting facilities are developer built and based on County approval plans. Further, the DOT indicated that future facilities should meet the demand for service. Because facilities are planned and approved on the basis of need, upgrades are not planned since they should not be necessary. Should upgrades be required, financing would come from zone of benefit funds or from contributions from another source.

Financing Constraints and Opportunities

County Service Area 5 is financed through a 1% property tax increment. Funds received by the CSA appear sufficient to cover the costs of operation and service provision. The CSA's financial statements show a net income for the years reviewed and the CSA does not have any existing debt. CSA 5 appears to be operating with significant financial flexibility, and has not expended revenues on drainage maintenance in the last two years. Budgets appear to apply funding to projected services in order to balance the budget, rather than identify the money as project reserve contributions.

Rate Restructuring

County Service Area 5 receives adequate, and potentially excessive, financing from current taxes. CSA 5 does not collect fees for services, but is limited to the collection of taxes. The CSA did not indicate plans for changing the rates or fees charged for services.

Cost Avoidance Opportunities

Cost avoidance measures employed by County Service Area 5 include the sharing of employees and facilities, among the county service areas. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

County Service Area 5's administrative offices are housed in the Department of Transportation Headington Road Facility and are shared with maintenance personnel. Two offices in the Department of Transportation Maintenance Division Building are used by CSA zone of benefit staff. No additional opportunities for shared facilities were identified.

Government Structure Options

County Service Area Number 5 is a dependent special district which is governed by an outside legislative body; the El Dorado County Board of Supervisors. There are five supervisors who are elected in registered voter elections. All management of the County Service areas is handled by County Administrative staff. Transitioning CSA 5 to another government entity, such as another special district or other form of local government, would be unlikely to result in significant efficiencies or improvements in service. Current District boundaries and SOI are appropriate and logical for the services provided.

Evaluation of Management Efficiencies

County Service Area 5's periodic maintenance to erosion control/drainage facilities is performed by available road maintenance personnel, under the direction of a Department of Transportation staff engineer, when necessary. There are no personnel solely dedicated to the maintenance program. The CSAs employ one full time Department Analyst, dedicated to the CSA zone of benefit program, with direct funding provided collectively by all of the CSA zones of benefit. One Administrative Services Officer provides program oversight.

Local Accountability

County Service Area 5, along with the other CSAs, is managed by the El Dorado County Board of Supervisors. Regular public meetings are held at 9:00 am on Tuesdays in the Board of Supervisors chambers. Meeting times and locations are posted on the County's website, and outside of Building A of the County Government Center, located at 300 Fair Lane in Placerville. Noticing appears to be consistent with the Brown Act. The county service areas measure customer satisfaction, by evaluating the number (or lack) of complaints regarding service in the various zones of benefit.

XI. BIBLIOGRAPHY

El Dorado County Department of Transportation. 2007 Municipal Services Review for CSAs #3, #5, #9 Response. October 2007.

El Dorado County Department of Transportation Special Districts Unit. Municipal Services Review 2007 Response, County Service Areas #2, #3, and #9 – Roads. August 2007.

El Dorado County. Website; www.co.el-dorado.ca.us. Accessed October 2007.

State Controllers Office. El Dorado County Special District Budget Detail for Fiscal Year 2006-2007. October 2007.

2.10 COUNTY SERVICE AREA NO. 9

COUNTY SERVICE AREA NUMBER 9

Address: 2441 Headington Road
Placerville, CA 95667

Phone: (530) 642-4954

Website: <http://www.co.el-dorado.ca.us>

Management Information

Manager: Elizabeth Zangari

Governing Body: El Dorado County Board of Supervisors

Board Members:

Rusty Dupray	Elected 2004 - 2009
Helen Baumann	Elected 2004 - 2009
James R Sweeney	Elected 2004 - 2009
Ron Briggs	Elected 2006 - 2011
Norma Santiago	Elected 2006 - 2011

Board Meetings: Weekly, every Tuesday at 8:00 am at the Board of Supervisor's Meeting Room, located at 330 Fair Lane, Bldg A, in Placerville

Staffing: 1.5

Service Information

Empowered Services: Park, recreation or parkway facilities, road improvement and maintenance, drainage facility/easement improvement and maintenance, public cemetery service, street and highway lighting services.

Services Provided: Street lighting, Drainage maintenance, Cemetery Service, Road maintenance.

Area Served: Approximately 981,850 acres

Population Served: Not provided

Major Infrastructure: None

Fiscal Information

Budget: \$940,900

Sources of Funding: Property taxes and property assessments

Assessments: Varies according to each Zone of Benefit

Rate Structure: None

2.10 COUNTY SERVICE AREA NUMBER 9

I. SETTING

County Service Area 9 (CSA 9) was formed in 1983 to provide an alternative method of furnishing extended governmental services and the levy of taxes. LAFCO Resolution L-83-12 approved the formation of CSA 9. Since its formation, CSA 9 has been expanded to provide multiple services within its boundary. County Service Areas are dependent districts, managed by the County. The El Dorado County Department of Transportation (DOT) manages CSA 9.

Area Served

County Service Area 9 encompasses the entire western slope of El Dorado County, except the City of Placerville and County Service Area Number 3 (CSA 3). **Figure 2.10-1** shows the current boundaries of CSA 9, which encompass approximately 981,850 acres.

CSA 9 is divided into zones of benefit. These are the areas which receive particular services from the county service area. CSA 9 contains the following types and numbers of zones of benefit:

Street lighting zones – 3	Road maintenance and street lighting zones – 1
Drainage maintenance zones – 48	Road maintenance, drainage, and landscaping zones – 1
Road and drainage maintenance without advisory committees zones – 12	Road maintenance, lighting and wetlands maintenance zones – 1
Road and drainage maintenance with advisory committees zones – 3	

The zones of benefit do not cover all areas within the boundaries of CSA 9. Several areas within the boundaries of CSA 9 are served by another provider, such as another special district, the County, or private organizations. In addition to the 69 zones of benefit summarized above, CSA 9 provides other services to an additional 26 zones of benefit within the CSA (The services provided within these zones are covered under different MSRS).

Services Provided

Currently, CSA 9 is empowered to provide local park, public cemetery, recreation or parkway facilities, road improvement and maintenance, drainage facility/easement improvement and maintenance, public cemetery service, street and highway lighting, parking, landscaping and wetlands related services. The CSA's empowered services have changed over time; additional services were added when necessary or desired.

Resolution 146-83 of the El Dorado County Board of Supervisors established CSA 9 to provide extended services: local parks, recreation or parkway facilities, roads improvement and/or maintenance, drainage easement improvement and/or maintenance services and public cemetery services on the Western Slope of El dorado County, except for the area within the boundaries of the City of Placerville.

Resolution 283-84 added street and highway lighting to the CSAs empowered services; Resolution 343-86 added parking services; Resolution 67-88 added landscape improvement and maintenance services and Resolution 224-92 added wetlands related services.

CSA 9 does not provide services outside of its enabling legislation and services provided do not extend beyond designated service boundaries for individual zones of benefit. CSA 9 is not contracted to provide service to other service providers.

CSA 9 does not provide service to the unincorporated areas within its territory that are served by another provider or outside a zone of benefit. There are several other special districts currently within the boundaries of CSA 9.

Service issues within CSA 9 include the availability and retention of trained personnel needed to complete work on drainage facilities that are included in the County maintenance system and differing project conditions in adjacent developments that result in the proliferation of zones of benefit with various purposes and/or assessment amounts.

II. GROWTH AND POPULATION

Future service demands are based on the build out of subdivisions. Project proposals are reviewed by County Service Area administrative staff to determine if the proposed additional facilities will require maintenance. As the infrastructure for each subdivision is completed, the drainage facilities are incorporated into the County Service Area's annual maintenance plans.

The El Dorado County 2004 General Plan identifies areas of likely growth within the CSA boundaries. The General Plan includes projected future land uses, population increases, and development over a time span of 20 years. The County has land use jurisdiction over unincorporated portions of the County, which includes the areas within CSA 9.

III. INFRASTRUCTURE

Administrative offices are housed at the Department of Transportation, Headington Road Facility, and shared with Maintenance Division personnel. General administration of the empowered extended services is combined with direct charges for time and materials, and is subsequently allocated to individual zones of benefit when direct services are provided.

Landscape maintenance is provided in the Blanchard Estates and in Emerald Meadows zones of benefit under contract with an outside provider. Maintenance needs and frequency of services are planned based on seasonal needs.

Lights and lighting poles are located in five zones of benefit. There are a total of 182 lighting poles within the zones. All street lights are utility owned and maintained by Pacific Gas and Electric (PG&E).

T:\GIS\EL_DORADO_COUNTY\MXDS\LAFCO\GENERAL GOVERNMENT SERVICES\MSR\CSA 9.MXD - 10/22/2007 @ 11:40:23 AM

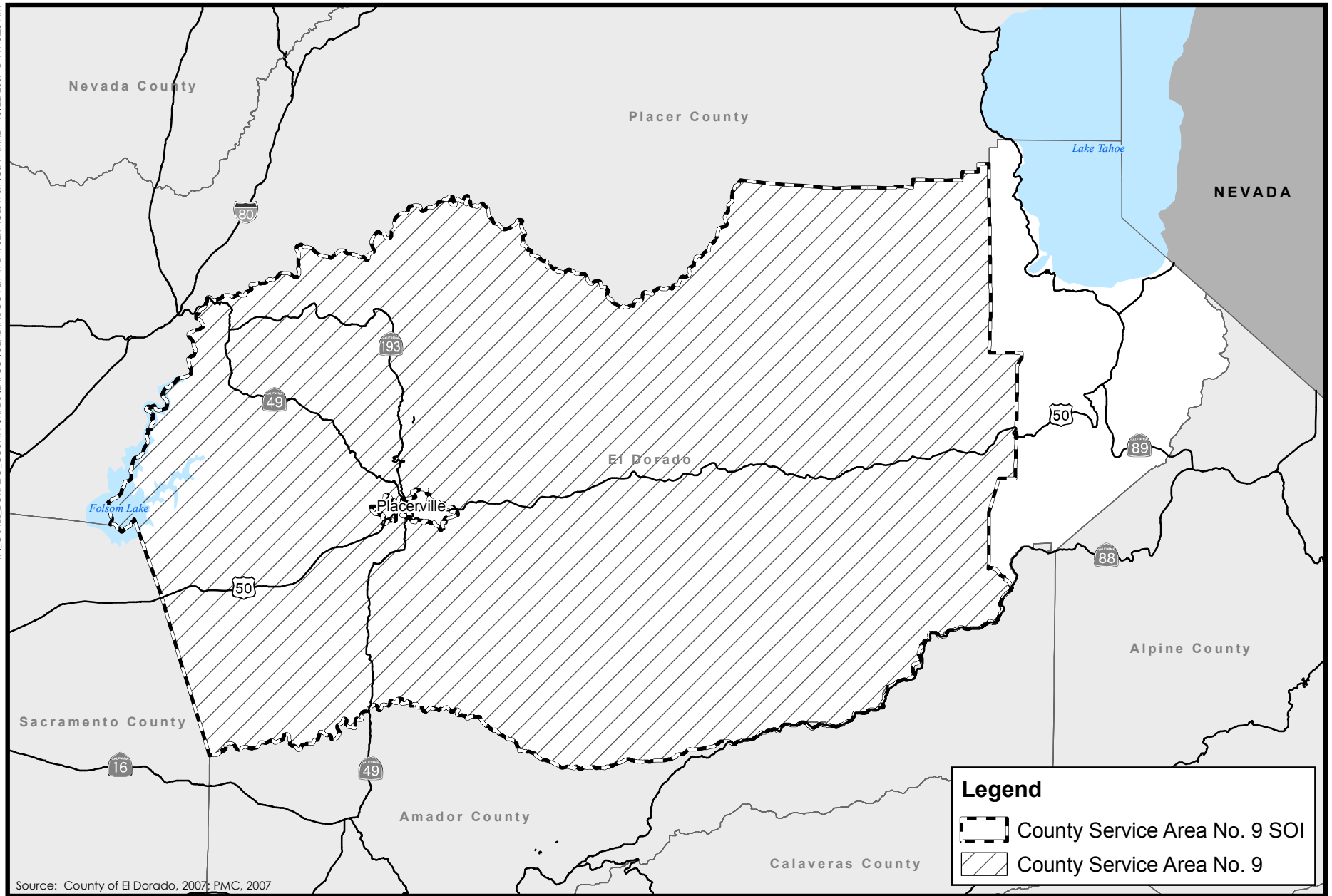


Figure 2.10-1
County Service Area No.9
PMC

The District provides drainage maintenance within 63 zones of benefit. Of these, 12 also include road maintenance service, and three are managed by advisory committees. The drainage facilities in these zones of benefit are County maintained. They include approximately 20 miles of above-ground drainage canals, ditches and rock lined swales. Additionally, there is an un-inventoried amount of underground storm drain facilities for which the DOT, through the zones of benefit, has responsibility to maintain inlets and outlets. Above ground drainage ditches are primarily maintained through weed abatement. Once standing vegetation is removed, the facilities are sprayed using Aquamaster herbicide. Following vegetation removal, the herbicide is sprayed every two to three months in order to prevent regrowth.

In the three road zones where drainage maintenance is an empowered service, Ryan Ranch, Many Oaks and Nance, drainage facilities are not inventoried. Maintenance is determined by the Advisory Committees for each zone and completed either under contract with an outside contractor, or on a volunteer basis. In Blanchard Estates, the single rock lined ditch is maintained as part of the landscape maintenance, or by the DOT personnel on an emergency basis only. Any herbicide application in these four zones is done either on a volunteer basis or carried out by an outside contractor.

Drainage and lighting facilities are planned and built on a subdivision by subdivision basis. The existing landscaping and lighting facilities within CSA 9 were developer built and are based on County approved plans, ensuring facilities are sufficient to accommodate existing demands. Future development and expansion is subject to similar conditions. Should upgrades be required, financing would come from zone of benefit funds or another source.

Numerous road zones of benefit within CSA 9 are managed by advisory committees. Advisory committees are responsible for developing a maintenance plan based on input from the residents within the zone and upon the available maintenance budget. Maintenance varies annually based on the goals of each individual zone. Beginning in 1999, CSA 9 Zones of Benefit were established for both roadway maintenance and drainage facility maintenance, where the roadways were accepted into the County Maintained Mileage system with funding provided by the Zone of Benefit. As of November 2007, there are 12 roadway and drainage maintenance Zones of Benefit. Three of these zones are managed by advisory committees. The maintenance plans are established upon formation, pursuant to the engineer's report submitted as part of the formation package. The engineer's report sets the maintenance schedule, with specific tasks at certain intervals based on best practices.

The County is empowered to provide parks and recreation and parking services, however; none of the zones of benefit CSA 9 receive parks and recreation or parking services.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the CSA, including financial statements, audits and other budgetary documents, to assess the long-term financial viability of the CSA. Annual financial statements from fiscal years (FY) ending June 30, 2004, 2005, and 2006, as well as the FY 2006-07 budget were reviewed to determine the fiscal status of CSA 9.

County Service Area 9 is primarily financed through benefit assessments and special taxes. Benefit assessments vary according to each of the zones of benefit. The taxes are

calculated by the County and transferred to CSA 9. No additional rates are charged and no user fees are collected.

The DOT provided financial information for the CSA, including actual revenues and expenditures for the FY 2004-05 and 2005-06. For the year 2004-05, the CSA had a total financing of \$3,218,719 and expenditures of \$555,530. A comparison of income to expenditures shows that the CSA had a net income of \$2,663,189.

The FY 2005-06 actual budget shows that the CSA had revenues from the fund balance (\$2,663,257), taxes (\$499,819), fines forfeitures and penalties (\$1,971), revenue from money and property (\$128,016), intergovernmental transfers(?) (\$379), charges for services (\$400,051), miscellaneous revenues (\$5,900), and residual equity transfers (\$0). Total financing sources for FY 2005-06 were \$3,677,622.

The expenses shown in the actual budget for FY 2005-06 include services and supplies (\$409,034), other charges (\$228,635), residual equity transfers (\$3,350), intrafund transfers (\$41,659) and reserves – budgetary (\$873,408). Total financing uses for FY 2005-06 were \$873,408. A comparison of financing sources to expenditures shows that the District had a net income of \$2,804,214 for FY 2005-06.

The DOT provided the adopted budget for CSA 9, for the FY 2006-07. Financing sources are projected to total \$3,660,761, and include financing from the fund balance (\$2,719,861), taxes (\$533,864), fines forfeitures and penalties (\$0), revenue from money and property (\$2,200), intergovernmental revenue (\$0), charges for services (\$400,036), miscellaneous revenues (\$4,800), and residual equity transfers (\$0). Total financing sources for FY 2006-07 are projected to be \$3,660,761.

The projected financing uses for CSA 9, for FY 2006-07 include services and supplies (\$3,229,781), other charges (\$248,794), fixed assets (\$2,000) residual equity transfers (\$0), intrafund transfers (\$-6,739) and reserves – budgetary (\$186,925). The CSA included intrafund transfers as an expense, however it is a negative amount, and therefore lessens the total expenditures. Total projected financing uses for FY 2006-07 is equal to financing sources.

CSA 9 provided current financial statements of Year-to-Date actual revenue and expenditures from July 1, 2006 through August 18, 2007 for each Zone of Benefit. A general summary of each Zone of Benefit is provided since each zone usually encompasses a small area and is considered separate from the other zones in the County Service Area. **Table 2.10-1** shows a summary of the information provided. The total revenue includes the fund balance.

TABLE 2.10-1
COUNTY SERVICE AREA NUMBER 9 REVENUES AND EXPENDITURES
YEAR-TO DATE ACTUAL REVENUE AND EXPENDITURES FROM 7/1/2006 THROUGH 8/18/2007

Zone of Benefit	Income	Expenditure	Total
Road and Drainage			
Black Oak Estates #6	\$20,733.00	\$2,241.00	\$18,532.00
Black Oaks Estates	\$48,153.00	\$2,118.00	\$46,035.00
Creskide Greens Units 2 & 3	\$46,350.00	\$3,061.00	\$43,290.00
Deerfield Estates	\$15,285.00	\$1,089.00	\$14,196.00

Zone of Benefit	Income	Expenditure	Total
Eastwood Park Unit #5	\$41,100.00	\$2,503.00	\$38,597.00
Hawk View	First Assessment July 2008		
Highland View Unit 3A	\$8,482.00	\$18.00	\$8,464.00
Hollow Oak	\$17,875.00	\$2,216.00	\$15,659.00
Pioneer Pl., aka, Sierra Crossing	\$82,923.00	\$19,177.00	\$63,746.00
Silver Springs	First Assessment July 2008		
Travois	\$11,067.00	\$1,249.00	\$9,818.00
West Valley Village	First assessment July 2008		
Drainage, Wetlands, & L&L			
Emerald Meadows	\$56,328.00	\$18,236.00	\$38,093.00
Lighting			
Highlands Village	\$20,052.00	\$7,302.00	\$12,751.00
Barnett Business Park	\$7,459.00	\$6,591.00	\$868.00
Diamond Springs Lighting	\$339,291.00	\$13,299.00	\$325,992.00
Road with Additional Services			
Blanchard Estates	\$35,616	\$3,625	\$31,991
Many Oaks	\$62,414	\$61,107	\$1,307
Nance	\$32,977	\$381	\$32,595
Ryan Ranch	\$60,848	\$4,853	\$55,995
Texas Hill	\$135,021	\$83,923	\$51,099
Drainage			
Bar J	\$56,589.00	\$10,884.00	\$45,704.00
Bass Lake	\$14.00	\$0.00	\$14.00
Bass Lake Village Units 8-13	\$67,403.00	\$2,182.00	\$65,221.00
Cambridge Oaks	\$176,390.00	\$2,470.00	\$173,920.00
Cameron Ridge	\$77,069.00	\$1,590.00	\$75,478.00
Cameron Valley Estates	\$85,836.00	\$9,965.00	\$75,571.00
Camino Vista	\$4,308.00	\$1,096.00	\$3,212.00
Cavalry Meadows	\$3,831.00	\$1,169.00	\$2,662.00
Creekside Estates	\$19,511.00	\$2,804.00	\$16,707.00
Creekside Greens	\$2,434.00	\$2,150.00	\$284.00
Cresent Ridge	\$5,001.00	\$4,233.00	\$769.00
Crown Valley	\$47,395.00	\$3,911.00	\$43,483.00
Eastwood Park	\$43,675.00	\$1,341.00	\$42,334.00
Euer Ranch (Units 1-5)	\$81,644.00	\$7,351.00	\$74,293.00
Euer Ranch Units 6&7	\$32,644.00	\$3,397.00	\$29,247.00

Zone of Benefit	Income	Expenditure	Total
Fairchild Village	\$46,275.00	\$11,235.00	\$35,040.00
Francisco Oaks	\$46,407.00	\$1,370.00	\$45,037.00
Fremont's Peak	No assessment		
Governor's West	No assessment		
Green Valley Hills	\$48,636.00	\$1,186.00	\$47,450.00
Highland Hills	\$43.00	\$0.00	\$43.00
Highland View	\$97,148.00	\$18,371.00	\$78,777.00
Highland View 3B & 4	\$25,137.00	\$17,890.00	\$7,247.00
Highland View 5 & 6	\$58,329.00	\$16,841.00	\$41,488.00
Highland Village Unit 4A	\$3,785.00	\$1,100.00	\$2,684.00
La Cresta	\$40,380.00	\$1,247.00	\$39,133.00
Long View Estates	\$8,340.00	\$4,180.00	\$4,161.00
Marina Hills	\$17,184.00	\$1,127.00	\$16,057.00
Marina Woods	\$107,790.00	\$1,489.00	\$106,300.00
Oak Tree Meadows	\$711.00	\$0.00	\$711.00
Parkview Heights	\$38,199.00	\$1,143.00	\$37,056.00
Ridgeview Village	\$55,130.00	\$1,158.00	\$53,972.00
Ridgeview West	\$52,283.00	\$5,544.00	\$46,740.00
Rolling Hills	No assessment		
Serrano	No assessment		
Sierra Sunrise	\$700.00	\$6.00	\$694.00
Southpointe	\$34,748.00	\$2,388.00	\$32,360.00
Stonegate Village	\$56,851.00	\$1,228.00	\$55,623.00
Stoneridge Village	\$40,283.00	\$1,163.00	\$39,120.00
Summit	\$89,773.00	\$5,723.00	\$84,050.00
Sundown Estates	\$2,688.00	\$1,083.00	\$1,604.00
The Plateau	\$18,639.00	\$3,477.00	\$15,162.00
The Watermark	\$16,728.00	\$1,234.00	\$15,495.00
Twin Canyon	\$7,735.00	\$1,099.00	\$6,636.00
Village Center	\$170.00	\$0.00	\$170.00
Waterford	\$110,147.00	\$1,629.00	\$108,518.00
Winterhaven	\$48,314.00	\$1,177.00	\$47,137.00
Woodleigh Heights	\$16,684.00	\$1,128.00	\$15,555.00

1 Total Revenues are included as one category, covering special assessments, interest and the fund balance.

2 Total Expenditures are included as one category, covering current operating expenditures for services and supplies and management, as well as the retirement of long-term debt and other expenditures.

3 These Zones of Benefit were formed in the previous year and do not yet have any revenues or expenditures.

Any increase in the benefit assessment, for a zone of benefit, is subject to the provisions of Proposition 218 and equitably distributed based upon the benefits derived by each parcel. A proposal to increase benefit assessments is required to be accompanied by a report prepared by a licensed engineer explaining the benefit received by each parcel. Parcel owners within the zone boundaries vote on the proposed assessment and responses are weighted, based on the acreage and assessed value of each property. If a majority of the weighted ballots received protest the assessment, the increase cannot be levied.

Any increase in the special tax requires two-thirds majority approval of the registered voters voting within the Zone of Benefit.

The County handles the District's fiscal administration. By law, zone funds cannot be used for any purpose other than approved work in the zone and costs associated with operation and administration of the zone. All of the District's funds are deposited into the County Treasury. The County Auditor's office manages receivables and payables. Contracts are established between the Contractors and the County on behalf of the Zone of Benefit. All contract administration is managed by the County. Once a project has been completed, payment for the contract work is made from the respective zone of benefit funds by the County Auditor Controller, which sends payments to contractors.

Although CSA 9 is a separate legal entity from the County, financial audits are included within the County's financial statements as a blended component unit. For financial reporting purposes, the County's basic financial statements include all financial activities that are controlled by or are dependent upon activities taken by the County Board of Supervisors, which includes CSA 9. Financial audits solely for CSA 9 are not available.

Based on the analysis of the previous two budgets and audits, it appears that the District is maintaining a large reserve while spending a relatively small percentage of its income on services. The CSA has increased reserves substantially over the budget period considered, and has maintained significant additional revenues unspent on service provision. The review of budgetary documents and audits suggests that the District has the ability to reduce rates or significantly expand services within its current fiscal environment.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

A staff of one full-time and one part-time employee currently manage all the County Service Areas within the County. This sharing of employees allows CSA 9 to share costs with other County Service Areas for similar management and administration services.

CSA 9 utilizes volunteers, in zones with Advisory Committees, to perform basic roadway maintenance work, as specified under the Volunteer Work Plan approved and authorized by the Board of Supervisors. Zones of Benefit formed after 1999 without an Advisory Committee do not currently utilize volunteers.

CSA 9 participates in a pooled insurance policy that covers multiple Zones of Benefit. Pooling of insurance helps reduce the costs of insurance by capitalizing on economies of scale. The Zones of Benefit where roads are included in the County Maintained Mileage system are covered under the County's self-insurance. This allows CSA 9 to avoid insurance costs associated with these zones.

CSA 9 utilizes a competitive bid process for the maintenance and upgrades of the existing roadways. The CSA would likely use this process for large projects in other types of zones of benefit, however; as described above, the CSA does not anticipate any substantial infrastructure needs in these zones.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the District, and the potential for CSA 9 to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations.

CSA 9 currently shares space within two County-owned facilities. Two offices in the Department of Transportation Maintenance Division Building are used by CSA 9 Zone of Benefit staff, one in the Maintenance Division and the other in Construction Engineering. No other significant opportunities for shared facilities have been identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the County Service Area.

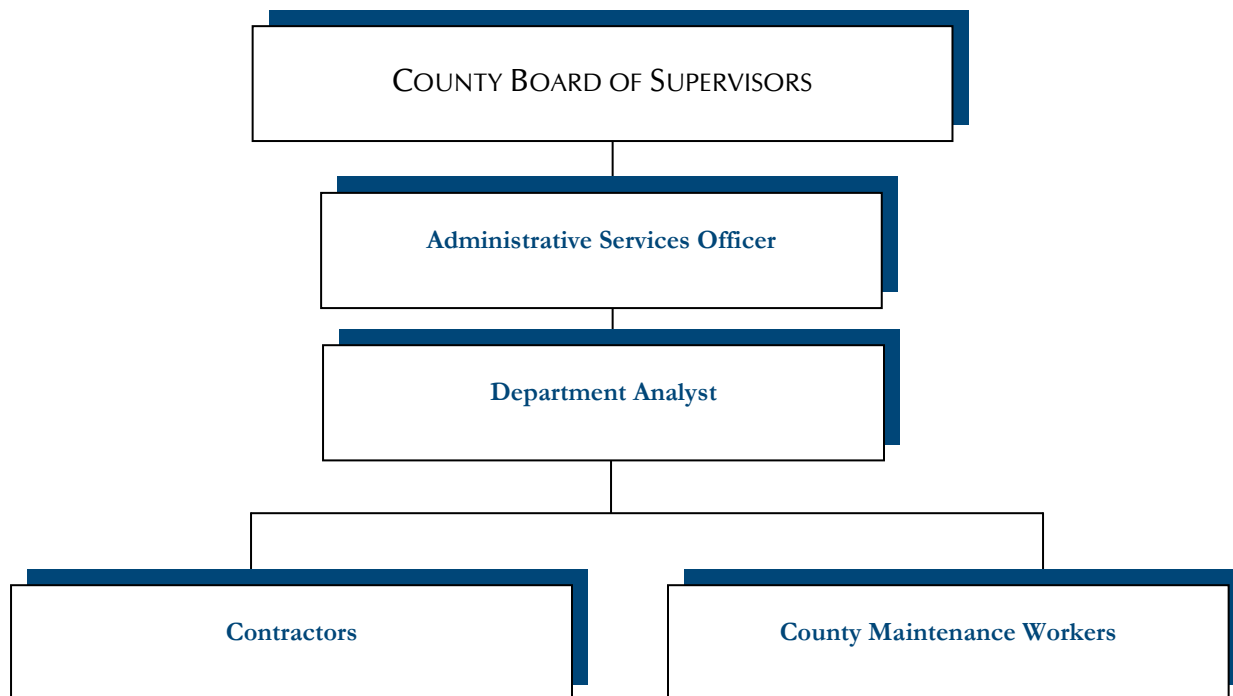
County Service Area Number 9 is a dependent special district which is governed by the County Board of Supervisors. CSA 9, in its current legal form, is able to function under its governmental structure. The existing structure of CSA 9 as a county service area is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations affecting the District's future service provision. Services provided are adequate within the District's existing boundaries and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided and demanded, although opportunities exist to alter boundaries to improve regional service provision, as noted below.

Combining CSA 9 with another similar service provider, such as CSA 2, could result in some administrative efficiency. CSA 2 and CSA 9 are both utilize the same employees, who manage all county service areas within the County. CSA 2 is entirely surrounded by CSA 9. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure.

CSA 9 has recently been contacted by several small Community Services Districts providing roadways maintenance services that are interested in converting to a County Service Area Zones of Benefit. It is unknown if these small Community Services Districts will apply to become a Zone of Benefit within CSA 9. Any expansion of CSA 9's service area would involve the creation of a separate, self contained Zones of Benefit to provide services to that area. Thus, any new areas created would not impact existing Zones of Benefit.

CSA 9 currently has one full-time Department Analyst, dedicated to the county service area Zone of Benefit program, with direct funding provided collectively by all of the county service area zones of benefit within the county. One Administrative Services Officer provides program oversight. **Figure 2.10-2** shows CSA 2's current organization structure.

FIGURE 2.10-2
COUNTY SERVICE AREA NUMBER 9 ORGANIZATIONAL CHART



VIII. LOCAL ACCOUNTABILITY

CSA 9 is a dependent special district that is governed by the County's Board of Supervisors. The County Board of Supervisors is composed of five officials, elected to four-year terms. The board elections are held every two years. Terms for board members are staggered, with a maximum of two or three terms expiring at the same time. Board members are registered voters within the County and are paid \$54,051 per year.

The Board of Supervisors creates policy by adopting resolutions or ordinances through duly noticed public hearings. District board meetings are held every Tuesday at 8:00 am in the Board of Supervisor's Meeting Room, located at 330 Fair Lane, Building A, in Placerville. Additional meetings are held as necessary. Meeting announcements are posted at the County office and on the County's website. Board meetings and notices appear to be consistent with Brown Act requirements, which govern open meetings for local government bodies. There appears to be ample opportunities for public involvement and input at meetings.

Additional information regarding CSA 9 may be found on the County's website at <<http://www.co.el-dorado.ca.us>>.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the CSA 9 include residential, commercial, industrial, institutional, and open space. Planned land uses are defined in the County's general plan land use designations.

- 2) The present and probable need for public facilities and services in the area.

Present needs for public facilities and services are being met. Needs for public facilities and services are expected to remain the same.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The present capacity of public facilities is adequate for the current level of demand, although, for some road zones of benefit, desired levels of service are not presently met due to financial limitations.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

There are many communities within the western slope of El Dorado County, however; given the diversity in size and location of the ZOBs, there are no social or economic communities of particular relevance to CSA 9.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Population and growth projections within County Service Area Number 9 are identified in the County's 2004 General Plan. The County's General Plan and Zoning Ordinance plan for growth of the community with specific land uses. No significant growth or population increases are currently anticipated to affect the CSA's ability to provide services.

Infrastructure

County Service Area Number 9 currently maintains infrastructure in three street lighting zones, 48 drainage zones, 15 road and drainage zones, one road and street lighting zone, one road, drainage and landscaping zone and one road, lighting and maintenance zone. Facilities are constructed on a subdivision by subdivision basis and are constructed according to County standards and approvals. The District reviews plans and provides input during construction. Maintenance of infrastructure consists, primarily, of weed abatement through removal and use of herbicides (what about the drainage stuff?). In zones with advisory committees, maintenance is performed by contractors or volunteers. Lighting maintenance is performed by PG&E. Landscape service is provided as needed by contractors, by county staff or both?.

Improvements to infrastructure and facilities are not anticipated. Any infrastructure improvements would be funded by the zone of benefit assessments.

Financing Constraints and Opportunities

County Service Area Number 9 is financed by benefit assessments and special taxes. Assessments and special taxes are generally excessive for CSA 9 to provide service. Budget and audit reviews of District finances indicate that the District is generating revenues well beyond those required to support the services provided. No additional significant financing opportunities have been identified.

Rate Restructuring

County Service Area Number 9 does not charge any rates for services; appropriate for the type services provided. CSA 9 is financed by benefit assessments and special taxes.

Cost Avoidance Opportunities

County Service Area Number 9 is currently utilizing cost avoidance opportunities available, including a competitive bid process, use of volunteers, pooling of insurance and sharing of staff to reduce costs. No additional, significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

County Service Area Number 9 currently shares space within two County-owned facilities. Two offices in the Department of Transportation Maintenance Division Building are used by CSA 9 Zone of Benefit staff, one in the Maintenance Division and the other in Construction Engineering. No other significant opportunities for shared facilities have been identified.

Government Structure Options

County Service Area Number 9 is one of several agencies providing services within its boundary. The overall management structure of CSA 9 is sufficient to perform necessary services and maintain operation in an efficient and effective manner. The service boundaries of CSA 9 are appropriate for the current services provided. An alternative governmental structure option to reduce administrative complexities would involve combining services with another county service area, most likely to be County Service Area Number 2. Additionally, several smaller independent districts in the area may be more effectively served as a zone of benefit within CSA 9. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of CSA 9.

Evaluation of Management Efficiencies

County Service Area Number 9 is able to operating efficiently under its existing structure. CSA 9 jointly employs one full-time and one part-time person jointly with the other County Service Areas in El Dorado County.

Local Accountability

The County Board of Supervisors is elected by voters within the entire County. Board meetings are held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input. Information regarding the City is readily available to members of the public.

XI. BIBLIOGRAPHY

County of El Dorado, Special District Budgets for Fiscal Year 2006-2007.

County of El Dorado, Department of Transportation Management Reports, Special Districts ZOB, for services and supplies posted through 7/1/2007 – 8/18/2007, Report ran on August 28, 2007.

Correspondence and personal communication with Elizabeth Zangari, Department Analyst, El Dorado County Department of Transportation.

County of El Dorado's website, <<http://co.el-dorado.ca.us>>

2.11 EL DORADO HILLS COMMUNITY SERVICE DISTRICT

EL DORADO HILLS COMMUNITY SERVICES DISTRICT

Contact Information

Address: 1021 Harvard Way
El Dorado Hills CA 95762

Phone: 916-933-6624

Website: www.edhcsd.org

Management Information

Manager: Diana Hillyer, General Manager

Governing Body: Board of Directors

Board Members:

President: Bill Vandegrift	Term ends 2010
Vice President: Tony Rogozinski	Term ends 2010
Director: Larry Brilliant	Term ends 2010
Director : Justin Masters	Term ends 2010
Director: David Trapani	Term ends 2008

Board Meetings: Second Thursday of each month,.

Staffing: 41 full- and eight part-time employees, 61,680 hours of part-time/temporary help.

Service Information

Empowered Services: Parks and recreation, solid waste collection and recycling, electrical service, cable television service, CC&R enforcement, lighting and landscaping.

Services Provided: Parks and recreation, solid waste, CC&R enforcement, landscaping and lighting.

Latent Powers:

Area Served: El Dorado Hills Community; approximately 18,000 acres

Population Served: Current; 33,247, projected in 2020; 58,831

Infrastructure: Parks and recreation facilities,

Fiscal Information

Budget: \$7359,771 (Fiscal Year 2007-08 General Fund Budget)

Sources of Funding: Property taxes, impact fees, developer fees, user fees, special assessments and design review fees

Rate Structure: Fees collected for use of recreational facilities, development impacts, landscape and lighting and CC&R enforcement. The District receives 5% of revenues under franchise agreements for cable television and waste collection.

2.11 EL DORADO HILLS COMMUNITY SERVICES DISTRICT

I. SETTING

El Dorado Hills Community Services District (District) was formed on May 21, 1962 by County Board of Supervisors Resolution No. 98-62 and under Government Code 61600. The District is an independent special district and its mission is, "To improve the quality of life for El Dorado Hills residents through responsible leadership and by providing superior services and facilities."

Area Served

The District is located within the community of El Dorado Hills, which is located in the lower Sierra Nevada foothills in western El Dorado County, about 25 miles east of Sacramento. U.S. Highway 50 is the primary route through the community and dissects the northern and southern portions of the District lands. The western boundary of the District is the same as that of El Dorado County. The City of Folsom in Sacramento County is adjacent to the west boundary of the District.

The District is near or adjacent to several other Community Services Districts. To the east, and north of Highway 50, the District borders on the Cameron Park Community Services District. South of Highway 50, and to the west, the District abuts Springfield Meadows CSD. The District abuts Marble Mountain CSD, Cameron Estates CSD and Cameron Park CSD, south of Highway 50 and to the east, along a portion of their boundaries. Additionally, the District abuts Arroyo Vista CSD. Folsom Lake and the Auburn-Folsom State Park border the District to the north. Please see **Figure 2.11-1** for a map of the District's boundaries.

The District's Sphere of Influence includes 18,037 acres, or 28.2 square miles. In 2004, the communities of Carson Creek and Marble Valley were annexed into the District, and the annexation of Green Springs Ranch and Ever Ranch were finalized.

The District does not provide any services outside its boundary, but has indicated that current boundaries are not appropriate. Springfield Meadows CSD is within the sphere of the District and is also a provider of recreational and road services. Marble Mountain Homeowners CSD is also within the sphere but this district only provides road services, which is a service El Dorado Hills CSD does not provide.

Services Provided

The District is empowered to provide parks and recreation services including safe pedestrian and bicycle access ways and cable TV service. The District is also empowered to provide solid waste collection and recycling, electrical service, Covenants, Conditions and Restrictions (CC&R) enforcement, street-lighting and landscape services. Of the services the District is empowered to provide, the District actually provides parks and recreation, management of cable TV franchises, CC&R enforcement, solid waste collection and recycling service and street-landscaping and lighting services.

The District contracts out cable TV and solid waste/recycling services.

The District is responsible for management of 384.6 acres of existing or proposed parklands. The District also provides recreation facilities including pools, tennis courts, playgrounds, picnic areas, trails, and other sports facilities.

Table 2.11-1 shows the District's current and proposed level of service standards for parklands per population.

**TABLE 2.11-1
EL DORADO HILLS CSD PARKS STANDARDS**

Classification	Size range	Area served	Current Standard ¹	Proposed Standard ¹
Neighborhood	1 to 3 acres	Up to ½ mile	1.5	1.5
Village	3 to 15 acres	½ to 1 mile	1.5	1.5
Community	15 to 100 acres	Community wide	2.0	2.0
Open Space Preserves	1 to 1,000 acres	Community wide	5.0	40.50
Total	---	---	10.0	45.50

¹ level of service standards are based on acres per 1,000 population.

Source: El Dorado Hills Community Services District Park and Recreation Facility Needs Analysis. 2006.

In addition to parklands level of service standards, the District maintains population-based level of service standards for other types of recreational facilities, including sports fields, basketball courts, tennis courts, pools, playgrounds, trails, skate parks, gymnasiums and recreation centers. The District noted that it is challenging to plan for and provide public parks and recreation opportunities.

II. GROWTH AND POPULATION

The District's Financial Statement provides information about population. The population in the District has grown rapidly over the years. With an estimated 1991 population of 12,105 persons and a 2001 population of 21,917 persons, the population within the District boundaries grew by 81% from 1991 to 2001. In 2006, the California Department of Finance certified the population of El Dorado Hills to be 35,276 (January 1, 2006). The District's current population was updated on August 31, 2007 to 36,265, however; the analysis presented in this MSR is based on the January 1, 2006 population of 35,276.

According to information found in the financial statements for the District, the District has added over 23,000 persons over the last 15 years, with an average of 1,500 persons each year. The future estimated growth is projected to be about 1,000 persons per year. The estimated population is projected to be a high of 44,000 persons in 2015, and ultimately 58,000, if build out of all development in plan areas occurs. The projected population used in the District's planning documents is 58,831 for the year 2020.

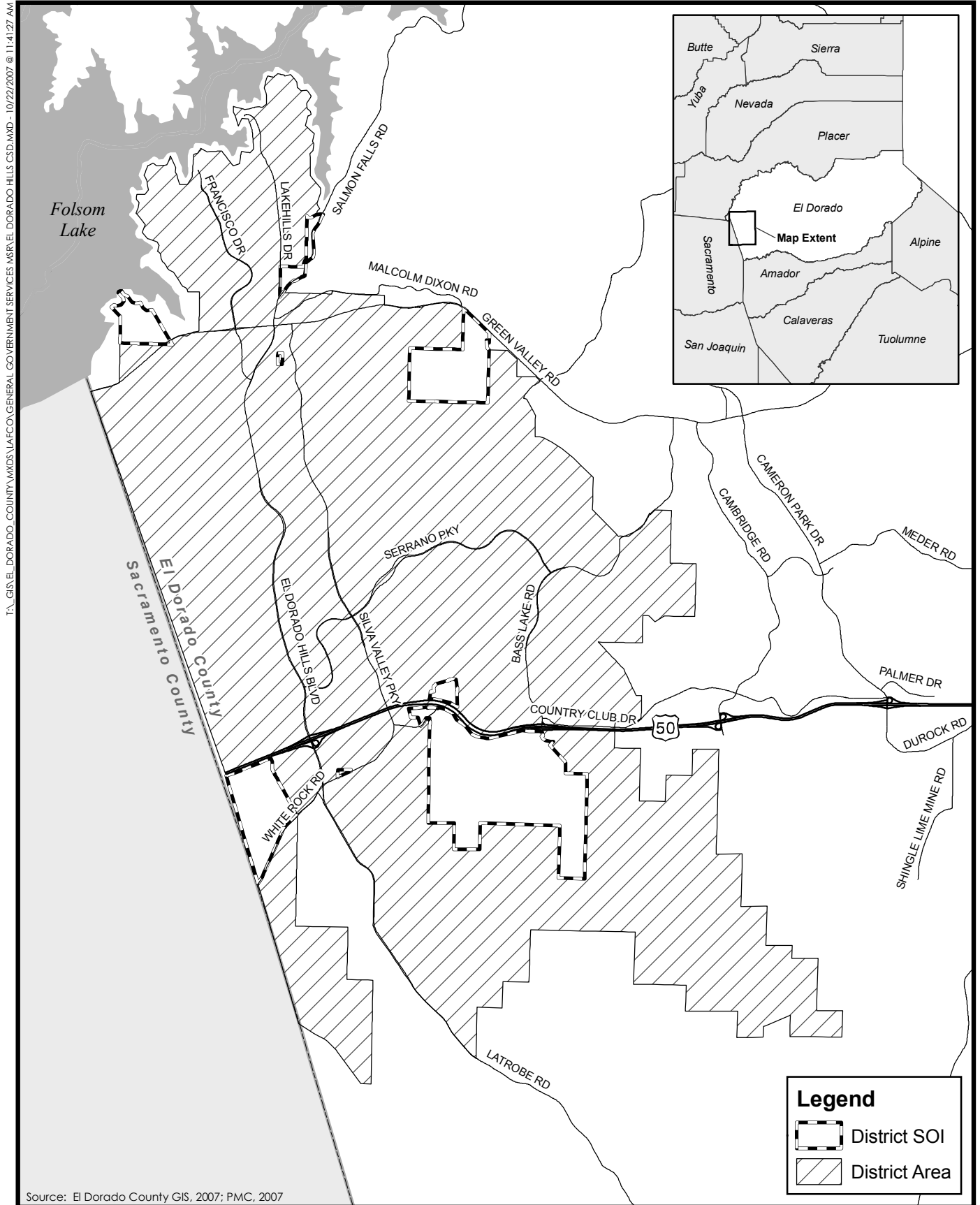


Figure 2.11-1
El Dorado Hills CSD
PMC

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

Parks and Recreation

The El Dorado Hills Community Services District Park and Recreation Facility Needs Analysis (Needs Analysis – 2006) presents a summary of the district's parks and recreation facilities and describes the adequacy of facilities, and outlines plans to make up for deficiencies. The District also completed a Community Needs Assessment in 2005. This document provides more information on the demographics of the community, and the use of recreational facilities by demographic group.

The District maintains three types of parklands, classified by size. Neighborhood parks are the smallest type of park provided by the District. These parks are generally not larger than three acres in size and serve people within approximately a half-mile radius. The District currently maintains 12 developed neighborhood parks, ranging in size from .60 to 4.74 acres. There are four more neighborhood parks planned and an additional undersigned one that are not yet developed. When these parks are completed, the District will have a total of 53.98 acres of neighborhood parks. The District's Needs Assessment also notes an additional 18.19 acres of privately owned neighborhood parks, bringing the total to 72.17 acres of neighborhood parks.

Based on the population projection for 2020 of 58,831 persons, and the amounts of parkland planned and assessed from privately owned parks (18.19 acres), as well as the parks owned by the district (53.98 acres), there will be a total of 1.23 acres of neighborhood parks per 1,000 population in 2020. This does not meet the standard of 1.5 acres of neighborhood parks per 1,000 population desired by the District. The District is in need of an additional 16.08 acres of neighborhood parks by the year 2020. Some areas are unable to access neighborhood parks due to physical barriers, such as freeways or other major roadways, and in some areas, larger village parks or community parks may serve the need for parks more effectively because they are within walking distance of residents. In these cases, the District has identified four neighborhoods that need neighborhood parks. (Not sure if I follow the last two sentences)

The second category of parklands maintained by the District is village parks. These parks serve an area of approximately ½ to one mile radius. These parks usually include space for organized sports, and amenities such as bathrooms, field lighting, parking, playgrounds and trails. The District owns five developed, one undeveloped and two planned village parks. These village parks range in size from 2.6 acres to 10.76 acres and have a total combined area of 56.65 acres. In addition, there are privately owned village parks, within the District area, totaling 37.34 acres, for a total of 93.99 acres of village parks within the District's area. The District's service standard for village parks is 1.5 acres per 1,000 population. Based on the projected population of 58,831 in 2020, the District will have a total of 1.6 acres of village parks per 1,000 in 2020. However; the District noted that there are two areas not within the service area of an existing, planned or private village park. The District noted that adding a 10.0 acre park to each of these areas would result in an additional 20.0 acres of parks; however, the District's Needs Assessment does not explain why two ten acre parks would best serve the needs of the identified areas.

The third parklands category identified by the District is community parks. These are parks that are 15 to 100 acres in size and are used by all sectors of the population, serving

residents community-wide. These parks often have facilities for organized sports, including swimming pools, sports courts and fields, and may have community centers or senior centers. These parks usually require more support facilities such as restrooms and parking areas. The District currently maintains only El Dorado Hills Community Park, but is currently building Promontory Park and has four more community parks planned. When all of these parks are completed, the District will have a total of 170.72 acres of community parks. There are no community parks provided by other agencies or private associations; however, the District's owned and planned parks will meet the needs of the projected 2020 population of 58,831 persons.

The District projects an additional parklands need totaling 40.08 acres for the projected population of 58,831 in 2020. This total is based on the need of 16.08 acres of neighborhood parks, 20.00 acres of village parks and 4.0 acres of open space or other parkland.

In addition to the parklands needed by the District, the District has calculated the amounts of other facilities needed to meet standards for other types of facilities. These are calculated for both the current population of 33,247 and the projected 2020 population of 58,831. These are shown in **Table 2.11-2**.

TABLE 2.11-2
EL DORADO HILLS COMMUNITY SERVICES DISTRICT RECREATIONAL FACILITIES NEEDS

Facility type	Proposed Service Standard	Needs for current population; 33,247 ¹	Needs for 2020 population; 58,831
Sports Fields	1/1,200	7	28
Basketball Courts	1/1,000	5	31
Tennis Courts	1/1,500	6	23
Pools	1/30,000	0	1
Playgrounds	1/1,000	0	19
Trails	n/a	n/a	n/a
Skate parks	n/a	n/a	n/a
Gymnasiums	1/2,700	7	17
Recreational centers	1/20,000	1	2

¹ based on January 1, 2006 population.

Landscaping and Lighting

The District owns and maintains some of the street-lighting infrastructure within the area, however; street light maintenance is conducted by PG&E. Landscaping services are provided by the District in 21 Landscaping and Lighting Districts (LLDs). The District installs and maintains various infrastructure within these LLDs, including trees, ground covers, streetlights, firebreak, walkways, fencing, signs, parking lots, picnic areas, a community center, irrigation systems and other amenities.

Solid Waste

The District provides solid waste collection service through a private contractor and does not own or operate any equipment or facilities for this service.

Planned Facilities

As noted above, the District is in the process of constructing several parks, and has plans for more. The construction of planned facilities will not completely meet the service standards of the District. In order to meet service standards of 45.5 acres of parks for every 1,000 persons, the District must construct 40.08 additional acres of parklands.

IV. FINANCING AND RATE RESTRUCTURING

Financial Statements

The District provided a comprehensive financial report for the years ending June 30 2004, 2005 and 2006. Additionally, the District provided their projected budget for FY 2006-07.

Financial statements from FY 2005-06 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The District's statement of net assets shows the District's assets, investments and liabilities. At the end of FY 2005-06, the District's total assets were \$57,983,196. Major contributors to total assets were \$16,856,787 in cash and investments and \$41,032,147 in capital assets. Total liabilities were \$7,548,513. The greatest liabilities for the District were \$1,959,697 in accounts payable and \$4,942,377 in long-term liabilities due beyond one year. The District defines net assets as the difference between total assets and total liabilities. The District's net assets for FY 2005-06 were \$50,434,683.

The District's total Statement of Activities for FY 2005-06 includes program revenues and expenses. Additionally, the District divides up activities into several funds. The financial information presented here reflects the Statement of Activities.

The District's expenses for Governmental Activities include parks and recreation (\$4,004,634), general government (\$2,368,490) and interest on long-term debt (\$50,597). Total governmental activities expenses were \$6,423,721.

The District's revenues come from charges for service, and capital contributions and grants. For FY 2005-06, the District's parks and recreation charges for service were \$1,557,090 and capital contributions and grants were \$2,368,269. General government charges for service were \$822,699. This totaled \$2,379,789 in charges for service and \$2,368,269 in total capital contributions and grants. The combined total governmental activities revenues were \$4,748,058. With total expenses of \$6,423,721, the District's governmental activities resulted in a net deficit of \$1,675,663.

The governmental activities deficit of \$1,675,663 was offset by the District's General Revenues. These included secured and unsecured property taxes (\$4,789,519), use of money and property (\$498,739) and miscellaneous general revenues (\$51,501). Total general revenues were \$5,339,759.

Accounting for total general revenues of \$5,339,759 and the \$1,675,663 deficit in governmental activities, the District had a net income of \$3,664,096. This brought the District's total net assets up from \$46,770,587 at the beginning of FY 2005-06, to \$50,434,683 at the end of FY 2005-06.

El Dorado Hills Community Services District is financed through property taxes, impact fees, developer fees, user fees, special assessments and design review fees. Operating

funds as well as the collection of developer's fees and service fees are distributed through the El Dorado County Auditor-Controller. The District's General Fund Budget for Fiscal Year 2007-08 is \$7,359,771.

In FY 2005-06, the District entered into a lease financing agreement to borrow \$3,974,000 in order to partially fund the construction of the Promontory Community Park, Phase 1. This agreement calls for semi-annual payments with annual debt service of \$368,000 per year. It is anticipated the debt service will be funded through park impact fees, and guaranteed by the general fund.

Other debts as of June 30, 2006 include:

- A 1915 Wild Oaks Park Assessment Bond, which was refunded July 24, 2004. The unpaid principal is \$735,000.
- Series 2005 General Obligation Refunding Bonds dated January 27, 2005, in the amount of \$1,743,800 with an interest rate of 3.65%. As of June 30, 2006, the principal amount was \$1,182,430.
- An obligation to the Rescue Union School District costs related to the construction of a multi-purpose room at Jackson Elementary School to be utilized by students and members of the community. The District's share of funding was set at \$220,830 toward the costs of the room. As of June 30, 2006, the outstanding balance was \$165,830, with an annual payment of \$10,000, every April 1.

Rate Restructuring

Recreation

The District collects fees for services provided to residents, and also for the use of recreational facilities. Fees for the use of recreational facilities are on an hourly rate, which is determined by affiliation with the District as shown below:

Pavilion Meeting Room: \$54 to \$85	CAB Ballet Room, Double Classroom, Senior Lounge or Kitchen with room rental: \$32 to \$47
CAB Gymnasium: \$65 to \$103	
Kitchen only: \$60 for all users	

The District does not charge fees for District-sponsored events, employee organizations or other approved District advisory groups.

Landscaping and Lighting

The District provides landscaping and lighting services to 21 LLDs within the District. Services include the installation and maintenance of various amenities as delineated in the Infrastructure section of this MSR.

Fees are charged for the formation of LLDS, which typically include the cost of the Engineer's Report plus administrative fees and average about \$3,500 per LLD.

The District's Engineer's Report for the Fiscal Year 2007-08 indicates the types and amounts of assessments collected for each LLD within the District. The amount assessed for each LLD is determined by the types and amounts of infrastructure installed and maintained within each LLD. A summary of the District's revenues from LLDs for FY 2007-08 is provided in Table 2.11-3, below.

**TABLE 2.11-3
EL DORADO HILLS CSD – LANDSCAPING AND LIGHTING DISTRICT REVENUES 2007-08**

Landscaping and Lighting District	Assessment			
	Levy	M&O	Debt Service	Roadway
Stonegate	\$43,747			
Green Valley	\$17,702			
Promonotory	\$178,140			
Oakridge	\$16,498			
Oaktree	\$10,081			
Crescent	\$25,548			
La Cresta	\$13,201			
Lake Forrest	\$17,241			
Marina Hill	\$414			
Highland Hills 3	\$7,294			
Wild Oaks		\$32,900		
Wild Oaks			\$78,260	
Silva Valley	\$72,215			
Bass Lake A	\$27,522			
Bass Lake B	\$80,803			
Roadway				\$148,950
Highland Hills 2	\$17,051			
Creekside	\$67,819			
Francisco Oaks	\$23,895			
Highland View	\$47,332			
Hollow Oaks	\$31,978			
North Commercial Blvd.	\$262,280			
Total	\$960,132	\$32,900	\$78,260	\$148,950

Source: El Dorado Hills Community Services District Landscaping and Light Assessment Districts Engineer's Report Fiscal Year 2007-08.

Other Services

The District also has franchise agreements for waste collection and cable television. Under these agreements, the contracted service providers bill the customers directly and collect payment. The District receives 5 percent of total revenues generated, from the contracted service providers. The District also collects Park Development Impact Fees for new construction; the park impact fee approved in June 2007 is \$9,806 for single family residential construction.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District contracts out several services, using a competitive process for certain projects. Contracted services include park maintenance, tree services, building repair, new construction, security services and engineering architectural and consulting services.

The District is part of a Joint Powers Authority called the Special District Risk Management Authority. This operates as a risk-sharing, self-funded liability pool providing insurance-like benefits to its members.

The District indicated they follow typical business cost avoidance practices, such as producing annual budgets; inventory and overtime control; proper and comprehensive maintenance of properties and equipment; as well as the utilization of community volunteers.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District is currently updating and developing Joint Use Agreements with the school districts that have facilities within the District's boundaries. This will allow for the District and schools to have use of specified facilities under the authority of either organization, including facilities such as sports fields, multi-purpose rooms, aquatic facilities, parking lots and classrooms. Additionally, with the well-developed recreational programs maintained by EDHCSD, the District makes its facilities available to various sports groups, scouting organizations and special interest groups. Finally, the District's senior programs are located within a former fire station currently owned by El dorado County.

Partnerships with homeowners associations and other groups to develop dedicated parklands into actual parks would create another opportunity for cost and facility sharing, benefiting both the District and residents. The District's Needs Assessment includes a listing of the total acres of privately owned parklands within the District's area. These parklands are generally lands that were dedicated to parklands during the development process; however, many have not been developed in to parks. The District indicated that construction of parks in these areas could be financed through parks and recreation funding, and that maintenance of these parks would be possible through the formation of landscaping and lighting assessment districts.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

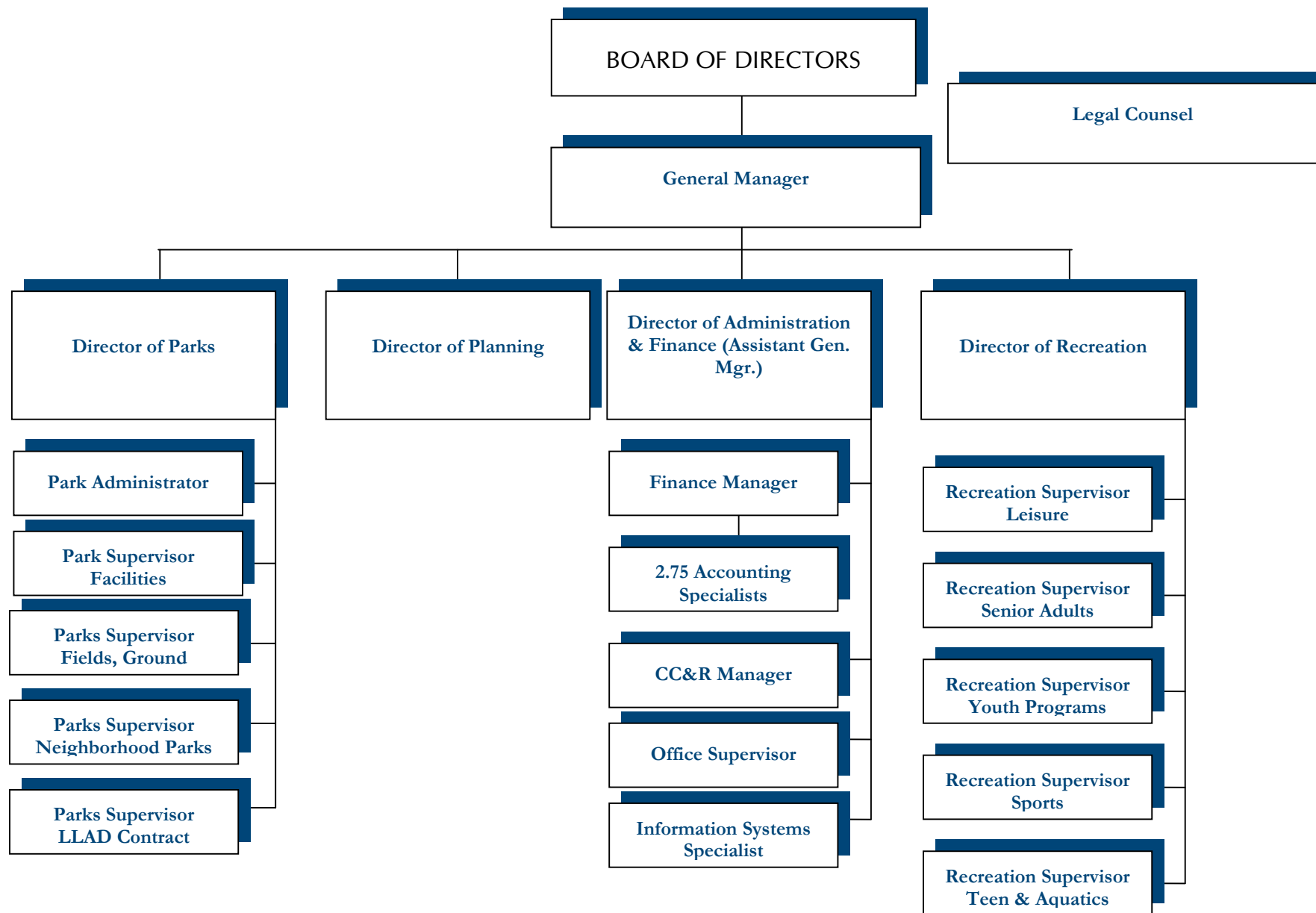
El Dorado Hills Community Services District is an independent special District, operating pursuant to Government Code 61000 et seq. The District is managed by a board of directors. Board meetings are held the second Thursday of each month and special meetings are held as needed. The president of the board appoints committees of the board that meet at various times throughout the month.

The District has 41 full-time and eight part-time employees. The District also utilizes about 61,680 hours of part time and temporary help at various levels, distributed among several part time and temporary positions. This is equivalent to 30 additional full-time employees. The District indicated that staff levels are generally enough to provide service. The District indicated that there are times when the professional staff are supplemented with temporary labor including Public Employee Retirement System (PERS) annuitants or other part-time professionals. Recreation programs are run by a professional staff and front line work is generally performed by part time and temporary help.

The District utilizes volunteers on a limited basis. Duties of volunteers typically include summer day camp, Eagle Scout Projects, street and park clean up; community clean up days, Christmas tree chipping, occasional clerical duties and minor office projects.

The District indicated that it receives various infrastructure services from the county, such as road construction and maintenance, building permits, zoning compliance, and public safety. Water Service is provided by El Dorado Irrigation District. The District relies on the County only for the services not provided by the District.

FIGURE 2.11-2
EL DORADO HILLS CSD ORGANIZATIONAL CHART



The most appropriate alternative government structure for the District would be incorporation into a City. Incorporation was on the ballot in the 2005 election, failing to receive the required votes to pass. The District is in the process of working to determine the feasibility of this transition, and the most appropriate timing. This issue may be placed on the ballot again in the near future. There are no outside agencies that could reasonably absorb the District into their service areas. El Dorado Hills Community Services District is the largest district within its area, and would likely absorb surrounding smaller Districts, if it is mutually agreeable.

VIII. LOCAL ACCOUNTABILITY

El Dorado Hills Community Services District has five board members, which are elected by the residents of the District. Board members' terms are four years and are staggered.

Meeting agendas, including the time and location of meetings, are posted on a community bulletin board at the District's administrative complex and at the El Dorado Hills Fire Department stations located on Wilson Boulevard, Francisco Drive and Bass Lake Road. The agenda is also posted on the District's website (www.edhcsd.org).

The District indicated that it tries to maintain a high level of participant satisfaction in all recreation services areas. Once a program, sport, event or class nears completion, a series of evaluations is given to participants to complete and return to District staff. All evaluations are read and any issues are addressed. The District indicated it takes pride in listening to customer feedback and presenting change and solutions, where needed.

Periodically, the District will conduct random customer surveys at other District sponsored events, as well as having general survey forms available at the District's front counter. These surveys can be used to measure all services and programs offered by the District.

The District maintains a Parks and Recreation Master Plan, which is updated approximately every five years. As part of the Master Plan update process, committees are formed, comprised of a cross-section of the community, to gain insight to what the true needs of the community are. Several hundred residents are interviewed by the committees during the Master Plan update process. With the information that is gathered, the Master Plan is updated and utilized when planning for future parks and recreational services.

The District also works with the providers of Cable TV and Waste Collection services to determine the up-to-date needs of the community. The District's responsibility for these services is solely to maintain the contracts with the service providers. District representatives appear to be available for customer feedback, were there an issue with the provision of solid waste or cable television services. These providers also utilize their own demographic and customer surveys to assist in determining increased or decreased demands for their services.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses within the District include residential, commercial, open space and other land uses. Land uses are not anticipated to change, except as development within the community occurs and undeveloped lands are converted to urban uses.

- 2) The present and probable need for public facilities and services in the area.

The District indicated the need for additional recreational facilities and parklands within the District area to serve the projected 2020 population. The District appears able to meet the needs of the projected population, by that time.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District serves the community and will need new facilities over time. The District has limited shortages of existing parks, with adequate maintenance and operations at present.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The District is situated among several unincorporated communities within El Dorado County, including Cameron Park, Cameron Estates and Marble Mountain. The District did not indicate plans to annex any of these communities.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

El Dorado Hills Community Services District currently serves a population of approximately 36,265. The projected population for the District is 58,831 by the year 2020. The District plans for population growth by preparing Recreation Master Plans and other supporting documents every 5 years. The master plan considers the amounts and types of recreational facilities required to meet the needs of the growing population.

Infrastructure

El Dorado Hills Community Services District maintains approximately 384 acres of parks and recreation facilities. The District's recently completed Needs Assessment identifies the need for additional parklands and some recreational facilities. These are planned for in the District's Master Plan and are financed through bonds, assessments and park impact fees. Additionally, the transfer of privately owned parklands to the District would significantly increase the total parklands provided by the District.

Financing Constraints and Opportunities

El Dorado Hills Community Services District is financed through property taxes, impact fees, developer fees, user fees, special assessments and design review fees. The District maintains a balanced budget, and operates with efficient management practices. The District has several debts, but is paying these off with annual payments, and appears to have sufficient funding to pay off these amounts.

Rate Restructuring

El Dorado Hills Community Services District collects fees for the use of recreational facilities, also collects assessments and utilizes grants for financing of services. The District also charges fees for the formation of landscape and lighting assessment districts (LLDs). The District also has franchise agreements for waste collection and cable television, for which the District collects 5% of total revenues generated. The District also collects Park Development Impact Fees for new construction. The park impact fee approved in June 2007 is \$9,806 for single family residential construction.

Cost Avoidance Opportunities

El Dorado Hills Community Services District contracts out services, and utilizes a competitive bid process in some cases. The District also utilizes volunteers for some maintenance and other jobs. Additionally, the District is a member of a Joint Powers Agreement which serves as an insurance for the member Districts.

Opportunities for Shared Facilities

El Dorado Hills Community Services District is currently updating and developing Joint Use Agreements with the school districts that have facilities within the District's boundaries. Additionally, with the well-developed recreational programs maintained by EDHCSD, the District makes its facilities available to various sports groups, and other special interest groups. The District's senior programs are located within a former fire station currently owned by El dorado County.

Government Structure Options

El Dorado Hills Community Services District is an independent special district, operating pursuant to Government Code Section 61000 et seq. The District is managed by a five-member board of directors overseeing 41 full time benefited employees and eight benefited, part time employees. The District also utilizes about 61,680 hours of part time and temporary help at various levels. The District did not identify any alternative structures which would increase efficiency, or provide better services. The District may function effectively as an incorporated City as well, and analysis of such operations has been conducted in recent years. A 2005 incorporation vote failed within the community, although it is anticipated that another such effort will occur in coming years.

Evaluation of Management Efficiencies

El Dorado Hills Community Services District is managed by a five-member board of directors. The District indicated it receives various infrastructure services from the County, such as road construction and maintenance, water service, building permits, zoning compliance, and public safety. The District relies on the County only for the services not already provided by the District. The District appears to operate efficiently under its current management structure.

Local Accountability

El Dorado Hills Community Services District is managed by a five-member board of directors, which is popularly-elected to four-year overlapping terms. Meeting agendas, including the time and location of meetings, are posted on a community bulletin board at the District's administrative complex and at the El Dorado Hills Fire Department stations

located on Wilson Boulevard, Francisco Drive and Bass Lake Road. The agenda is also posted on the District's website. Additionally, the District receives customer input through surveys, direct communication through the website and conducts research of community needs when producing large scale planning documents such as the Recreation Master Plan.

XI. BIBLIOGRAPHY

Malonson, Kent; Associate Planner, El Dorado Hills Community Services District. Correspondence RE: Municipal Service Review Questionnaire. April 2007.

El Dorado Hills Community Services District. Comprehensive Annual Financial Report for the Year Ending June 30, 2006. July 2006.

El Dorado Hills Community Services District. Website; www.edhcsd.org. Accessed October 2007.

SCI Consulting Group. El Dorado Hills Community Services District Landscaping and Lighting Assessment Districts Engineer's Report Fiscal Year 2007-08. May 2007.

2.12 EL DORADO IRRIGATION DISTRICT

EL DORADO IRRIGATION DISTRICT

Contact Information

Address: 2890 Mosquito Road,
Placerville, California, 95667

Phone: (530) 622-4513

Website: <http://www.eid.org>

Management Information

Manager: Ane D. Deister, General Manager

Governing Body: Board of Directors

Board Members: Harry Norris Term Ends: 2007
George A. Wheeldon Term Ends: 2009
Bill George Term Ends: 2007
George Osborne Term Ends: 2007
John Fraser Term Ends: 2009

Board Meetings: Once or twice per month at 9:00 a.m. on Mondays in the Harry J. Dunlop Customer Service Building, 2890 Mosquito Road, Placerville.

Staffing: (Recreation only): 6 full-time paid, 12 to 15 seasonal paid and 2 to 37 volunteers

Service Information

Empowered Services: Water and Sewer service and Recreation services.

Services Provided: Water and Sewer service and Recreation services.

Latent Powers: None

Area Served: Not provided.

Population Served: Not provided.

Major Infrastructure: Water and Sewer infrastructure, numerous recreational facilities including Sly Park Recreation Area.

Fiscal Information

Budget: Not provided.

Sources of Funding: Water and Sewer service fees, recreation fees and taxes.

Assessments: Not provided.

Rate Structure: Not provided.

2.12 EL DORADO IRRIGATION DISTRICT

I. SETTING

El Dorado Irrigation District (District) was formally organized in 1925 under California's Irrigation District Law (Water Code §20500 *et seq*). The District maintains water rights to various sources of water throughout El Dorado County, and California.

The District's Mission Statement can be found on their website and is included below:

We are a public agency dedicated to providing high quality water, wastewater treatment, recycled water, hydropower, and recreation services in an environmentally and fiscally responsible manner.

The District is currently planning improvements to the Sly Park Recreation Area. The District's website contains the Sly Park Recreation Area Vision Statement; "To provide financially sustainable recreation opportunities to District residents and visitors while protecting water quality and the natural and cultural resources of the Sly Park Recreation Area."

Area Served

The District is located in central El Dorado County amid a dense patchwork of public and private forest lands on the western slope of the Sierra Nevada. The District spans the area along Highway 50. **Figure 2.12-1** shows the District's area.

Services Provided

El Dorado Irrigation District provides water, wastewater, sewer, recreation and hydro services.

The water and sewer services provided to its residents are discussed in the El Dorado County LAFCO's Water, Wastewater and Power MSR, which can be found on LAFCO's website. Services covered in this MSR are recreation service and maintenance of parks facilities. The District did not indicate whether or not they aim to provide specific levels of recreation facilities in a per-population standard or some other standard.

The District is required to adhere to the goals and policies found in the El Dorado County General Plan. These policies, contained as an appendix to the District's Sly Park Recreation Area Master Plan, describe the need for adequate recreational facilities and opportunities for residents and the desire for continuity of recreation facilities within the County.

II. GROWTH AND POPULATION

The District covers a large area within El Dorado County. This contains many unincorporated areas, as well as the City of Placerville. The City of Placerville has a population of approximately 10,200 and is located in central/western El Dorado County, along Highway 50.

Regional population projections indicate that demand for recreation facilities will remain strong over the next 20 years. The California Department of Finance projects that the population of the Sacramento Area Council of Governments (SACOG) area (El Dorado,

Placer, Sacramento, Yolo, Yuba, and Sutter counties) will rise from 2,130,400 in the base 2004 year to 3,091,720 in 2020. In addition, nearby San Joaquin County can anticipate an increase in population from 630,600 in 2004 to 989,462 by 2020 (California Department of Finance, 2004). Many of these regional residents will be seeking outdoor recreation opportunities within a short day's drive of their communities. In general, the trend data indicate that the existing dramatic increases in regional population will continue throughout the 20-year planning horizon, barring any unforeseen significant regional economic downturn. Moreover, the number of parks and recreation-oriented, open space facilities is not keeping pace with this population growth. This situation was noted in the 2002 California State Parks (CSP) California Outdoor Recreation Plan with special focus on the region as noted in the CSP Great Central Valley Strategy report (CSP, 2004). The California Department of Boating and Waterway's Boating Facilities Needs Assessment (2002) notes a similar undersupply of waterborne recreation facilities.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The District owns and maintains extensive infrastructure for the delivery of water service and sewer service, recycled water, recreation and hydro power service. These services are covered in the El Dorado LAFCO's Water, Wastewater and Power Services MSR, which can be found on LAFCO's website.

El Dorado Irrigation District operates numerous recreational facilities offering extensive recreation opportunities. A summary of District recreational facilities is presented below.

Sly Park Recreation Area: Located in the in the western foothills of El Dorado County just 15 miles east of Placerville, the Sly Park Recreation Area (SPRA) features multiple activities and features. Jenkinson Lake, at the center of the park, is also a major source of water for EID customers. The lake, formed in the mid-1950s when the federal Bureau of Reclamation built Sly Park dam, has a storage capacity of 41,000 acre-feet of water.

Prior to 2003, this facility was managed under a contract with the Bureau of Reclamation, which built the dams forming Jenkinson Lake, located at the Center of the Park, for use as a major water supply. In 2003, negotiations to buy the area were successfully concluded, and today the District owns and operates the recreation area and lake. Activities offered at the park include camping, picnicking, boating, fishing and swimming, hiking, biking and horseback riding. Facilities include 191 campsites, 640 surface acres of lake, 9 miles of shoreline with 2 boat ramps, and 9 miles of hiking and equestrian trails and six group areas used for either day use or overnight use.

Due to lack of funding, staffing at SPRA has not kept pace with the demand for recreation services. As a result, park staff is not able to provide adequate maintenance and management to protect park resources from the impacts associated with park use. Soil compaction and vegetation damage are problematic in most campgrounds and day use areas because campsites and parking areas are not clearly defined. Erosion along trails and the lakeshore sometimes goes unchecked because staff is not available to perform the necessary repairs.

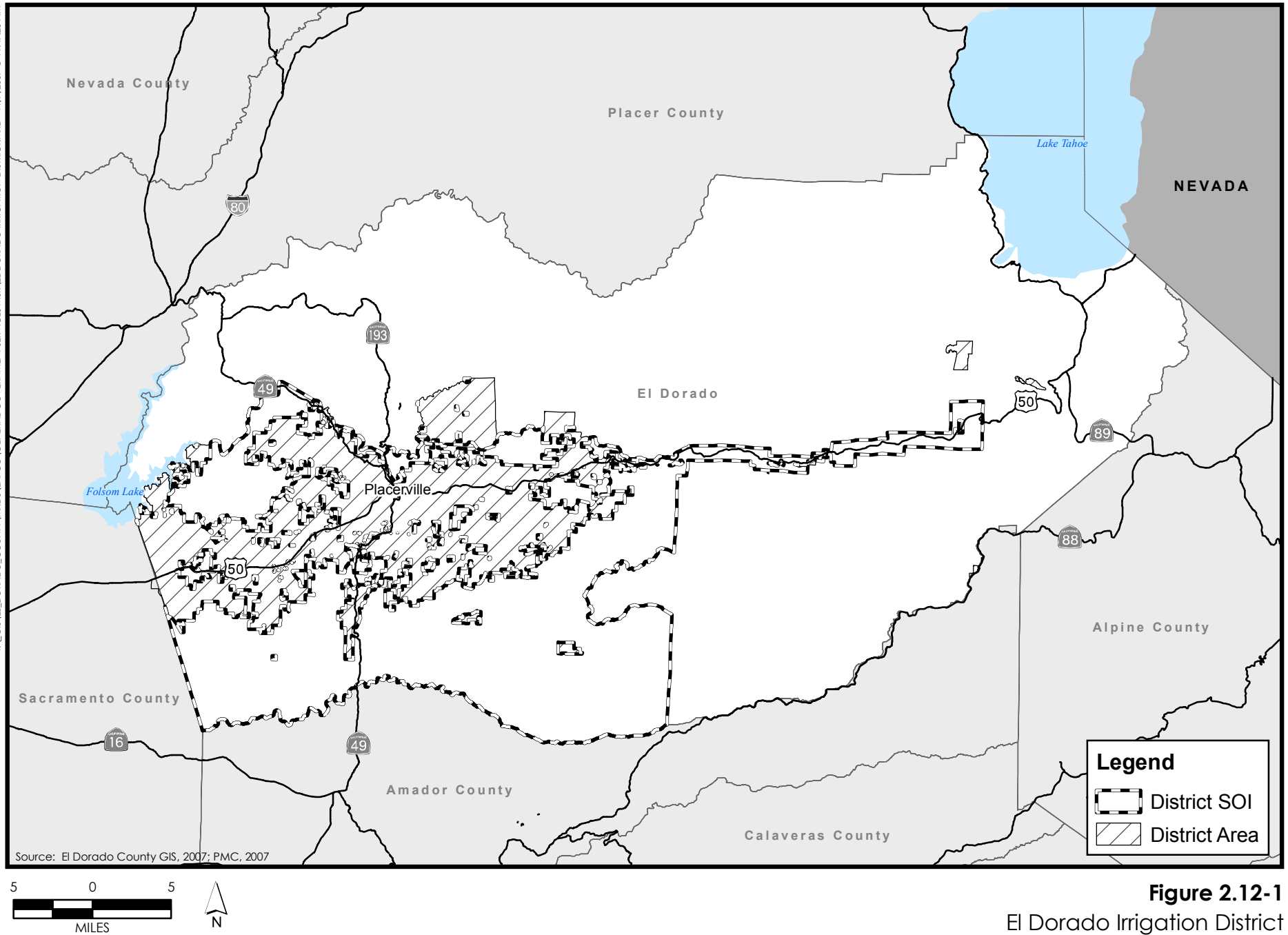


Figure 2.12-1
El Dorado Irrigation District
PMC

Forebay Reservoir: located on Forebay Road in Pollock Pines, just off Pony Express Trail at Highway 50's Sly Park Road exit. Forebay Reservoir was initially created to regulate water flow to EID's hydroelectric power generation facility. This site is now operated as a daytime recreation facility, while still operating as a regulator for water flow to the hydroelectric power generation facility. The recreation facility offers barbeque pits, walking paths and fishing areas. Additional recreational facilities owned by the District are on lease to a non-profit organization called Recreation Unlimited.

Echo Lake: Echo Lake offers hiking opportunities, with its trails beginning at 7,300 feet above sea level. Echo Lake's trails connect to entry points into Desolation Wilderness Area and two other popular backcountry destinations — Lake Aloha and Rockbound Valley. The District maintains this facility, however; it is not owned by the District and the District does not receive revenue from this facility.

Lake Aloha: high-elevation area, containing a combination of several small lakes. The lakes contain hundreds of small islands and can be reached by a hike of about 6.8 miles, beginning at the Echo Lake trailhead. The District maintains this facility, however; it is not owned by the District and the District does not receive revenue from this facility.

Pyramid Creek/Horsetail Falls: located at the sweeping curve in the road at Twin Bridges just past the town of Strawberry on Highway 50. This site consists of a short, but steep hike along the Pyramid Creek drainage toward tumbling Horsetail Falls. The trail is also part of one route up Pyramid Peak. The District maintains this facility, however; it is not owned by the District and the District does not receive revenue from this facility.

Silver Lake: located at 7,200 feet in elevation right off Highway 88. Sandy Cove and Ferguson Point picnic areas at the lake provide parking, picnic tables, vault toilets, barbecue pits, and lake access. This facility also offers a 48-unit campsite.

Silver Lake West Campground: Just north of Silver Lake off Highway 88, EID's Silver Lake West Campground offers 48 camp sites. The campground is open from mid-May through mid-October every year, depending on the weather. Approximately half-a-mile north of the campground, there are picnic tables, barbecues, and stream and trail access at Oyster Creek Roadside Rest. This area also has vault toilets. Silver Lake West is 62-unit campground operated by the United States Forest Service.

Caples Lake: located at 7,950 feet in elevation and surrounded by granite peaks, fir, pine, and groves of aspen and alder. There is fishing access at the Caples auxiliary dam, Caples Lake Resort, and Woods Creek, which also provides parking and vault toilets. At the west end of the lake, the Caples Lake Trailhead has parking, vault toilets, fishing, and trail access to the backcountry. Caples Lake is on Forest Service Land and is not a District Facility. It is included here because the District funded improvements to Caples Lake.

The District's recreation facilities are maintained by the Recreation Department of the District. Planned improvements are described below. The Sly Park Recreation Area Master Plan indicates the need for additional staffing in order to prevent the degradation of parks facilities. Recently, the level of staffing previously used for Sly Park alone is now spread over multiple facilities: Sly Park, Forebay, Silver Lake, and the Highway 88 Corridor. The Master Plan indicates that this arrangement is resulting in a backlog of improvement projects, deferred maintenance of facilities and grounds, and inefficient utilization of staff. Understaffing is significantly impacting the quality of the facilities, which in turn is affecting visitor satisfaction. Various improvements are needed to continue to provide basic amenities, such as fencing within campgrounds to define campsites and trail maintenance.

Planned Facilities

The District is planning various improvements to recreational facilities. The District did not indicate that current facilities are inadequate for service provision. Plans for the Sly Park Recreation Area are detailed in the Sly Park Recreation Area Master Plan, completed in September 2007. The District's plans for Caples Lake improvements are not located within El Dorado County, but are summarized below, as Caples Lake is a District facility and portions of the Lake are within El Dorado County.

Caples Lake: Caples Lake is located in Alpine County, California, south of State Route 88. The proposed improvements are on the northeastern shore of the lake. The project consists of a 58-space parking lot, a two lane, 179 foot long boat ramp, restrooms, picnic tables, ancillary facilities and a well. Caples Lake is on Forest Service Land, but is included here because the District funded improvements to Caples Lake.

Sly Park Recreation Area Master Plan: The District recently obtained sole ownership of this recreation area and has completed the Sly Park Recreation Area Master Plan (Master Plan) to guide improvements for this location. The implementation of the Master Plan is expected to occur in a phased manner over the next 20 years. Proposed phasing is based on a consideration of the following factors:

- Natural resource protection
- Quality of recreation experience
- Functionality
- Construction timing
- Potential for revenue generation
- Financing availability

The relative priority of each project component with respect to the Master Plan goals is also factored into the phasing decisions. The overall Phasing Plan is broken down into 3, 5, 10 and greater than 10-year horizons. An annual review of the Phasing Plan is recommended with adjustments made as needed to reflect changes in priorities and availability of resources.

The Master Plan contains a ten-year, \$31.4 million financing plan for the development of the recreation area. Currently, revenue for the location comes from three sources: park usage fees, a share of the El Dorado County property taxes provided to EID, and grants. Historically, these sources have not been adequate to staff the park and maintain it at the minimum desired level of recreation service and environmental quality.

Additional revenues are needed to continue to operate the park in its current configuration and to implement the proposed Master Plan improvements. The proposed Finance Plan addresses this need for additional resources by increasing funding from traditional sources and including new sources. Potential sources of additional revenue include increases in the current fee structure, revenue from the construction of new facilities such as convenience camping facilities, increased allocation of tax funds to the park and grants. New revenue sources may include forest management activities, future fee and water rates increases. The Master Plan notes that water rates can be applied to the park maintenance, as part of the park includes the lake, which is a source of water and must meet applicable water quality standards.

IV. FINANCING AND RATE RESTRUCTURING

The District provided a Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2006. The District's CAFR was reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The District's Statements of Revenues, Expenses and Changes in Net Assets, contained within the CAFR indicates that the District had total operating revenues of \$35,479,322 in 2006. Sources of operating revenues included Water Sales (\$15,438,014), Water Services (\$1,700,902), Reclaimed Water Reimbursement Sales (\$723,331), Wastewater Sales (\$12,943,65), Wastewater Services (\$118,847), Recreation Fees (\$725,922), and Hydroelectric Sales (\$3,828,653).

The District's Operating Expenses totaled \$54,120,442 and included Office of the General Manager (\$4,653,518), Strategic Management and Communications (\$3,556,546), Environmental Compliance and Resource Management (\$2,275,340), Finance and Management Services (\$6,312,366), Facilities Management (\$22,863,652), Recreation (\$1,523,563), Developer Reimbursed Expenses (\$1,021,352) and Depreciation and Amortization (\$11,914,105). Total Operating Expenses were \$18,641,120 greater than the Total Operating Revenues.

The Operating loss was made up for with Nonoperating Revenues. There were some Nonoperating Expenses which are noted with negative symbol (-). Nonoperating Revenues and Expenses included Surcharges (\$2,413,569), Voter-Approved Taxes (\$533,316), Property Taxes (\$10,069,016), Interest Income (\$5,747,457), Flood Damage Expenses (-\$253,637), Other Income (\$1,612,498), Other Expenses (-\$332,915), Interest Expense (-\$11,161,005), and Flood Damage Reimbursements (\$3,562,759). Total Nonoperating Revenues and Expenses for the year ended December 31, 2006 was \$12,191,759. This resulted in a Net Loss Before Capital Contributions of \$6,450,062.

The District also received income from Capital Contributions including Facility Capacity Charges (\$11,469,961) and Developer Contributions (\$15,560,035). Total Capital Contributions was \$27,029,996, resulting in a net income for the District for the year ended December 31, 2006 of \$20,579,934.

The District's Net Assets at the beginning of the year was \$376,214,601. With the net income of \$20,579,934, the District's Net Assets at the end of the year was \$396,794,535. The District's Net Assets include Invested in Capital Assets, New Facilities, Debt Service and Unrestricted Net Assets.

The District had \$257.5 million in debt January 1, 2006. The District acquired a \$10.9 million loan from the State of California during the 2006 year, but also had reductions in other debts totaling \$4.5 million. The District paid a total of \$4.8 million off and had a total debt of \$263.7 million December 31, 2006.

The District is financed through fees for water, recycled water, sewer service and hydroelectric power service. Additionally, fees are collected for the use of various recreational facilities and taxes.

The District's CAFR also includes listings of the District's fees for its services. The District's fees for water service vary according to type of user and include retail, family and small farm users. Additional charges result from the use of more water, or the operation of larger pipes. Wastewater rates are varied similarly.

The Finance and Management Services Department is responsible for managing EID's financial resources. This includes financial control, accounting, utility billing, treasury, purchasing, warehousing, fleet planning and maintenance, and database support. In recognition of work the department does, EID has received both the national Government Finance Officers Association Comprehensive Annual Financial Report award and the Association of Public Treasurers' Certification of Excellence in Investment Policy for several years.

Through the 2004-2005 fiscal year, only full-time employees received benefits, including full medical and retirement. As of the 2005-2006 fiscal year, permanent seasonal employees began receiving benefits, impacting an already constrained budget. The District's Sly Park Recreation Area Master Plan indicates that the District does not have adequate funding to meet the maintenance needs of its recreational facilities. Potential increases in funding sources are discussed in the Infrastructure section of this MSR.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District utilizes a competitive bid process for various services and projects that need to be purchased or outsourced. Requests for proposals and requests for qualifications are available on the District's website. Use of a competitive bid process enables the District to choose the best contractor at the lowest cost.

The District also recruits and utilizes volunteers. Recruitment for camp hosts includes posting notices on the EID website, news releases, announcements in RV magazines and flyers at the gatehouse. Use of volunteers avoids costs for services at Sly Park and other sites.

No additional cost avoidance opportunities were identified.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District did not indicate any opportunities for shared facilities. Until recently, Sly Park Recreation Area was operated in conjunction with the Bureau of Reclamation. The District is now the sole owner of this property.

No additional opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

El Dorado Irrigation District is an independent irrigation District, formed under California's Irrigation District Law (Water Code §20500 et seq.). The District is governed by a five-member Board of Directors (Board). The Board meets twice a month on Mondays. The District's Board has several standing committees including engineering and operations, insurance and personnel, finance, rates and charges, legal and legislation and recreation and property management. District operations are carried out by various

departments within the District; Office of the General Manager, Office of the General Counsel, Environmental Compliance and Water Policy, Facilities Management, Strategic Management and Communications, Finance and Management Services and Recreation.

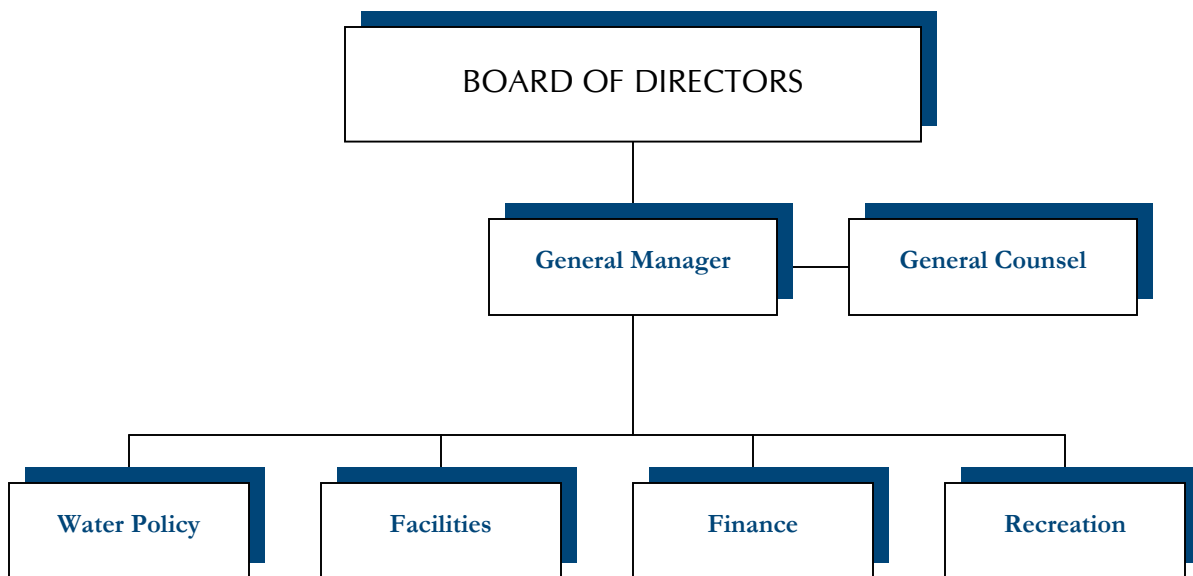
The District operates efficiently under its current governing structure. The District covers an extensive area of El Dorado County, and provides services to thousands of residents and many more visitors. The District's area covers many unincorporated communities as well as the City of Placerville. Within the District's area and in the vicinity of the District, there are several other recreational service providers, including the City of Placerville. The consolidation of El Dorado Irrigation District with another service provider, or annexation of smaller service providers into El Dorado Irrigation District, would not likely result in increased administrative efficiency, although no evaluation of such a consolidation has occurred or is being considered.

The District's Recreation Department is responsible for maintaining the District's recreational facilities. As of December, 2005 EID employed the following recreation staff: 6 full-time paid, 12 to 15 seasonal paid, and a varying number of volunteers ranging from 2 to 37 depending on the time of year. Maintenance staff performs the major portion of all maintenance and repair of all existing facilities and grounds. They are also responsible for capital improvement projects, including constructing fences and assembling and installing new restroom units. However, there is only one staff person dedicated solely to maintenance. Often, the two full-time ranger/maintenance staff are not able to perform maintenance duties until the end of the season. The District's organizational structure is shown in **Figure 2.12-2**.

The primary duty of the remaining staff, other than those tending the gatehouse, is visitor services, including answering questions, giving directions, and resolving conflicts. For safety purposes, a full-time ranger pairs with a seasonal Park Aide to patrol campgrounds on weekend evenings until midnight. The District also recruits and utilizes volunteers. Recruitment for camp hosts includes posting notices on the EID website flyers at the gatehouse, news releases and ads in RV magazines (Good Neighbor Sam). Prior to the acquisition of the Project 184 properties from PG&E, the District's recreation staff was solely committed to the maintenance, operation, and management of Sly Park Recreation Area. The maintenance services for the Forebay were contracted out. However, since then, the same staffing level previously used for Sly Park alone is now spread over multiple facilities: Sly Park, Forebay, Silver Lake, and day use facilities located along the Highway 88 Corridor.

There is currently a backlog of improvement projects, deferred maintenance of facilities and grounds, and inefficient utilization of staff. Understaffing is significantly impacting the quality of the facilities, which in turn is affecting visitor satisfaction. Various improvements are needed to continue to provide basic amenities, such as fencing within campgrounds to define campsites and trail maintenance. As the number of staff is extremely limited to begin with, if someone calls in sick, a senior staff person might have to fill in and perform junior staff duties, such as picking up garbage or manning the gatehouse to check in visitors.

FIGURE 2.12-2
EL DORADO IRRIGATION DISTRICT ORGANIZATIONAL CHART



VIII. LOCAL ACCOUNTABILITY

The District is governed by a five-member Board of Directors (Board). The General Manager is responsible for the management of the District. The Board generally meets twice a month on Mondays, though sometimes meetings are held on Wednesdays, and sometimes only once a month. The Board's meeting schedule is posted on the District's website. Additionally, the website contains an archive of meeting agendas and minutes. The District did not indicate whether meeting notices or agendas are posted at other locations.

The District's Sly Park Recreation Area Master Plan describes plans for public participation, stating:

The successful development, redevelopment, maintenance, and management of SPRA facilities depends heavily on how well the Master Plan reflects the needs and values of the local communities and user groups. The public has had numerous opportunities to participate in a creative and interactive process during preparation of the Master Plan including four public workshops and a participatory design session or charrette. Two sets of workshops were held in both Pollock Pines and Shingle Springs to maximize the opportunity for public participation.

The first two meetings involved a presentation to the audience of the overall project including the purpose, tasks, and schedule. The audience was then invited to prioritize the reasons they visit the park to gauge the quality of the experience they were looking for. The latter two meetings focused on plan goals and objectives and solicited further input from the public on issues and opportunities they wanted to see addressed in the Master Plan. Additionally, stakeholder interviews and numerous meetings with EID staff were held during preparation of the Master Plan. The Master Plan was available for public review and comment concurrently with the

Draft MEIR. The Master Plan and MEIR included recommendations gathered throughout the public review process and were presented to the EID Board of Directors for final approval.

The District's website includes numerous news articles covering District issues and accomplishments. A scan of the website content indicates that the District has received several awards for various aspects of operations. Further, press releases found on the District's website include announcements for numerous community workshops. The Website also has opportunities for customers to contact the District. The District appears to be committed to community involvement in facility planning.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

The District covers extensive areas of El Dorado County. Land uses include residential, commercial, agricultural and others. Land uses within the District change based on planning within individual communities located within the District's boundaries. The District is involved in development planning and has the opportunity to review and provide input regarding planned projects.

- 2) The present and probable need for public facilities and services in the area.

The District did not indicate any service standards for recreation facilities. The District is not the sole provider of recreational facilities within its area and recreation services are provided as an accessory service; therefore, there is no identified need for facilities.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District does not maintain any level of service standards. The recreational facilities of the District have been sufficient to meet the demands of the local and regional population to date, although population growth in the region will continue to increase demands on existing facilities. Additionally, the majority of users to the District's recreational facilities come from outside the County. Many are from the S.F. Bay area.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The District covers extensive areas within El Dorado County. Annexations of individual properties and larger subdivisions occur regularly. The District did not indicate any specific areas planned for annexation in the near future, nor the need for sphere of influence or boundary adjustments.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

El Dorado Irrigation District indicated it is planning for growth as provided in the El Dorado County General Plan. The Master Plan indicates regional and statewide population expectations, but does not specifically identify any population-based service standards maintained by the District. The discussion of population growth in the vicinity of the District appears to primarily be a market analysis, to ensure that there will be sufficient use of the Sly Park Recreation Area, to warrant the construction of new facilities.

Infrastructure

El Dorado Irrigation District owns and maintains extensive water and sewer infrastructure, for the provision of those services. Additionally, the District operates several recreational facilities. Recreational facilities include lake access, hiking trails, boat ramps, picnic and barbeque areas and campgrounds. The District recently became the sole owner of Sly Park Recreation Area and is planning the construction of new facilities at this location. Additional infrastructure improvements are planned at Caples Lake. The District indicated the need for new and increased financing mechanisms to fund planned improvements.

Financing Constraints and Opportunities

El Dorado Irrigation District provided its Comprehensive Annual Financial Report. This Report indicated that the District had a net revenue over the 2006 year of \$20,579,934 with a total Net Assets as of December 31, 2006 of \$396,794 535. The District's Net Assets include Invested in Capital Assets, New Facilities, Debt Service and Unrestricted Net Assets. The District received a \$10.9 million loan from the State of California, and paid off \$4.8 million of its total debt, resulting in total of \$263.7 million as of December 31, 2006. The District's income is sufficient to cover expenses, and the District is paying off its debt, while retaining capital assets. The District is also investigating new and increased financing mechanisms to fund facilities improvements at recreational sites. The District has received awards for its financial operations.

Rate Restructuring

El Dorado Irrigation District collects fees for water and sewer service. Fees are also collected for use of the District's recreational facilities. The District's CAFR includes the District's rates for water and sewer service. These fees vary depending on the type of user, the amount of water and the size of the service connection. The District's rates appear sufficient to cover the services provided.

Cost Avoidance Opportunities

El Dorado Irrigation District utilizes limited cost avoidance opportunities; the District uses a competitive bid process for the awarding of contracts for District projects. This allows the District to choose the most qualified agency with the lowest cost. Further cost avoidance is achieved through the use of volunteers. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

El Dorado Irrigation District did not identify any facilities sharing with other agencies. The District does, however, maintain several facilities which are not owned by the District, including Caples, Aloha, Pyramid and Echo Lakes. In the past, the District operated Sly Park Recreation Area in coordination with the Bureau of Reclamation. The District is now the sole owner/operator of this location. No other opportunities for shared facilities were identified.

Government Structure Options

El Dorado Irrigation District is an independent irrigation District, formed under California's Irrigation District Law (Water Code §20500 et seq.). The District operates efficiently under its current governing structure. Within the District's area within the vicinity of the District, there are several other recreational service providers, including the City of Placerville, and a variety of special districts. Consolidation of El Dorado Irrigation District with another service provider, or annexation of smaller service providers into El Dorado Irrigation District, would not be likely to result in increased administrative efficiency.

Evaluation of Management Efficiencies

El Dorado Irrigation District is governed by a five-member Board of Directors (Board). The Board meets twice a month on Mondays. The District's board has several permanent committees, and the District contains numerous departments which perform specific functions. The District, as of December, 2005, employed the following recreation staff: 6 full-time paid, 12 to 15 seasonal paid, and a varying number of volunteers ranging from 2 to 37 depending on the time of year. The District's Master Plan indicates that the District is currently understaffed and this has resulted in degradation to various District recreational facilities.

Local Accountability

El Dorado Irrigation District provides numerous opportunities for customer involvement and community feedback. The District has held several community workshops during the production of the Master Plan. Further input is received through channels on the District's website as well as at public hearings. Board Meetings are held one or two times every month. Agendas and meeting minutes are posted on the District's website. The District has received numerous awards for service. The District appears to be committed to community involvement.

XI. BIBLIOGRAPHY

Foothill Associates. Sly Park Recreation Area Master Plan prepared for El Dorado Irrigation District. January 2007.

El Dorado Irrigation District website. www.eid.org. Accessed November 17, 2007.

El Dorado Irrigation District. Comprehensive Annual Financial Report. June 7, 2007.

El Dorado LAFCO website. <http://www.co.el-dorado.ca.us/LAFCO>. Accessed November 17, 2007.

2.13 FALLEN LEAF LAKE COMMUNITY SERVICE DISTRICT

FALLEN LEAF LAKE COMMUNITY SERVICES DISTRICT

Contact Information

Address: 126 Stockbridge Ave.
Atherton CA 94027

Phone: 650-336-7560

Website: None

Management Information

Board President: Larry Calof

Governing Body: Board of Directors

Board Members: Terry Thomas Term ends: 2011
Dana Clark Term ends: 2011
Eric Thaden Term ends: 2011
Mike Kraft Term ends: 2009
Wes Bates Term ends: 2009

Board Meetings: Four to five times per year

Staffing: Secretary-treasurer, general manager, fire chief, paid seasonal firefighters, and 20 volunteer firefighters.

Service Information

Empowered Services: Fire protection.

Services Provided: Fire protection and recreation.

Latent Powers: None

Area Served: Six square miles, north of Angora Ridge Road approximately one mile south of Highway 89.

Population Served: 1,000 to 2,000 during summer, 10-100 during winter.

Infrastructure: Marina, Store, Fire protection facilities and equipment.

Fiscal Information

Budget: \$224,009 (FY 2007-08)

Sources of Funding: Property tax revenues, fire tax, and revenues from lease of the store and marina. Fire department is partially funded through grants.

Rate Structure: Fire assessment parcel fee; \$375 per year.

2.13 FALLEN LEAF LAKE COMMUNITY SERVICES DISTRICT

I. SETTING

Fallen Leaf Lake Community Services District (District) was formed in December 1982 under Government Code § 61000 *et seq.* for the purpose of providing parks and recreation and improved fire protection and related services in the Fallen Leaf Lake basin.

Area Served

Fallen Leaf Lake Community Services District is located in the mountainous Lake Tahoe Basin area of El Dorado County. The District covers approximately six square miles, or 4,000 acres, and is located southwest of the City of South Lake Tahoe and north of Echo Summit; about one mile south of Highway 89. The Tallac Trail and Desolation Wilderness abut the western-side of the District, and the District is surrounded on all sides by El Dorado National Forest Service lands. **Figure 2.13-1** shows the boundaries of the District.

The area served by the District contains Fallen Leaf Lake, which is located in the center of the District. The lake is surrounded by steep, densely wooded ridges and mountains including Angora Peak to the southeast and Cathedral Peak to the southwest. The District contains the Glen Alpine trailhead into Desolation Wilderness, as well as several other hiking/backpacking trails.

Land uses within the District include residential areas, agricultural lands used for timber production/harvest and commercial services in the lodge/marina/resort area. There are no industrial uses within the District.

The District stated they do not provide services outside the service boundary, however; they do work with several other fire protection agencies under mutual aid arrangements. The District does not overlap with any other Districts, and considers current service boundaries to be appropriate.

Services Provided

The District is empowered to, and provides fire protection and recreational services. Fire protection services were previously analyzed in the *Countywide Fire Suppression and Emergency Services Municipal Service Review* (August 2006).

The only recreational services provided by the District are the management of the marina and store. Marina and store operation are contracted out pursuant to a long-term agreement, which will end in 2009. The District is generally happy with the services received, however; they have indicated difficulty in selecting a new marina/store operator.

The District indicated the most significant current services issues are the selection of the operator of the store and marina, when the contract of the current lessee expires in 2009, and the replacement of the docks in the marina.

II. GROWTH AND POPULATION

The District contains approximately 90 registered voters within its six-square-mile area. The estimated population within the District is 10 to 100 during the winter, and 1,000 to 2,000 in the summer. Year round residents include the residents of 35 homes, the fire chief, security officer and permanent Stanford Center employees. The estimated use of the Stanford Center is 400 persons per day, during the summer.

The District indicated that growth within the District is limited due to Tahoe Regional Planning Agency (TRPA) regulations, however; renovation and rebuilding of existing homes is increasing the size and complexity of provision of fire protection service. The District indicated there are no major development projects pending within the District area and does not anticipate significant changes in the demand for services.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The District's infrastructure is divided between recreation facilities and fire protection facilities. Recreation facilities include the marina and store. The District's area contains the Glen Alpine trailhead into Desolation Wilderness, as well as several other hiking/backpacking trails. Existing trails are maintained by the US Forest Service.

The District indicated that the amount of existing infrastructure is sufficient to accommodate current demands and anticipated future development, however; upgrades are planned for the marina.

Planned Facilities

The District is planning to replace the docks in the marina. This project will be financed through reserves. The District is currently saving/building up reserves to finance this replacement of the docks. Reserves are also established for other improvement projects, including replacement of fire department and store facilities.

Since development at Fallen Leaf Lake is limited, it is not expected that there will be significant future service demands. The District prepares annual budgets based on prior year amounts and foreseeable future events. The Board has established cash accruals for replacement and repair of infrastructure based on estimated useful lives of buildings.

IV. FINANCING AND RATE RESTRUCTURING

Fallen Leaf Lake Community Services District provided financial statements for the Fiscal Year (FY) 2006-07 as well as the proposed budget for FY 2007-08. The District provided a copy of their financial analysis, as contained in the *Countywide Fire Suppression and Emergency Services Municipal Services Review*. Financial statements from FY 2006-07 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The District is financed through property tax revenues and a special fire tax, which is levied on a per parcel basis. Additionally, the District is financed through the lease of the store and marina. The Fire Department also receives grants for specific projects.

I:\GIS\EL_DORADO_COUNTY\MAPS\LAFCO\GENERAL GOVERNMENT SERVICES\MSR\FALLEN LEAF LAKE CSD.MXD - 10/23/2007 @ 10:52:38 AM

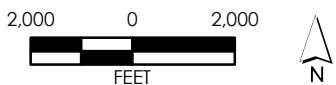
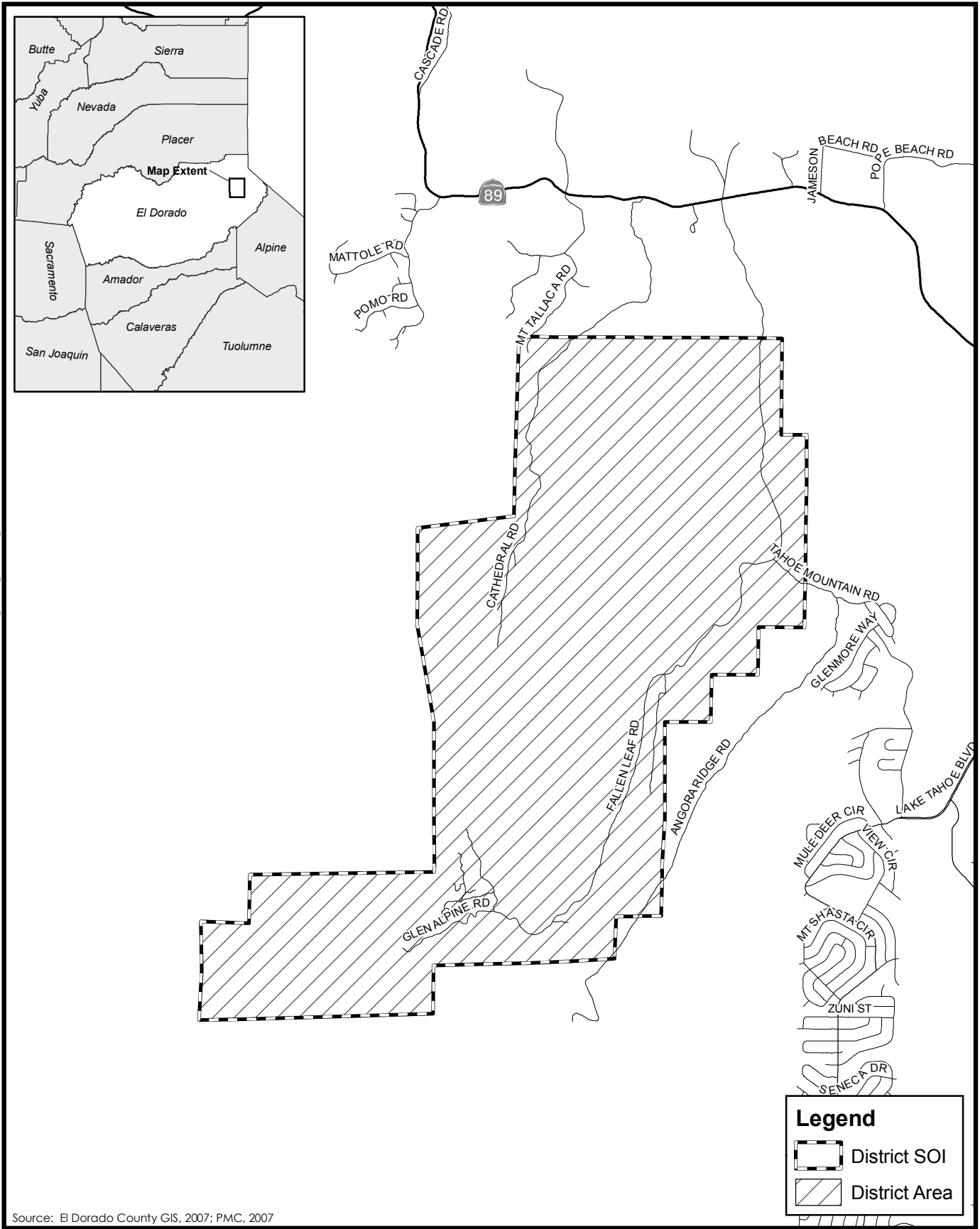


Figure 2.13-1
Fallen Leaf Lake CSD
PMC

The District provided financial statements detailing the FY 2006-07 budgeted and actual expenses, as well as the proposed budget for FY 2007-08. The District's revenue for FY 2006-07 came from Direct Assessments (\$103,441), AV Supplemental County Funding (\$56,993), Ad Valorem (\$18,409), Wine-tasting fundraiser (\$4,916), and County Interest (\$4,302). Additional revenues came from clothing sales, unrestricted donations and interest schools checking account; totaling \$3,518. The District's total revenues for FY 2006-07 were \$191,579.

The major expenses for the District in FY 2006-07 were Apparatus (\$36,190), Facilities (\$11,026), Community Projects (\$1,414), Automatic Aid¹ (\$38,08), Office (\$2,877), Personnel; including volunteers and trainings (\$112,354). Total expenses were \$166,255. With a total income of \$191,579 and expenses of \$166,255, the District had a net income in FY 2006-07 of \$25,324.

The District also provided the proposed FY 2007-08 budget. Total revenues are projected to be \$224,025, with \$60,000 coming from AV Supplemental County Funding. The most significant source of funding noted in the FY 2007-08 budget is Direct Assessments (\$121,125). Generally, the projected income for FY 2007-08 matches the income from FY 2006-07.

Projected expenses for FY 2007-08, as identified in the District's proposed budget, total \$224,009, result in a net income of \$16, when compared to the projected income of \$224,025. Major expenses projected for FY 2007-08 are Apparatus (\$42,850), Facilities (\$10,100), Community Projects (\$1,000), Automatic Aid (\$3,935), Office (\$3,300) and Personnel (\$62,824).

The District does not collect user fees. It does levy direct assessments in the amount of \$375 per parcel for fire protection service. The District indicated that current revenues are sufficient to cover the costs of providing services.

In the past, the Fallen Leaf Lake Community Services District has made good faith loans between the recreation department and the fire department. However; due to a Grand Jury review, any future money loaned from the fire department to the parks and recreation department should be repaid in a timely manner. Currently, the Recreation Department is repaying the Fire department for FEMA monies that were used to fund Recreation activities. The remainder of the loan is \$5,400, and should be paid off by the year 2009.

The Park and Recreation department of the District is also paying a \$20,000 interest free loan from the Fallen Leaf Lodge Homeowners Association with a current balance of \$11,000.

The fire and parks and recreation departments both contribute revenues to the administration division. County augmentation funding is approximately 1/3 of the District's revenue.

¹ Automatic Aid – each year the City of South Lake Tahoe Fire Department provides one type-1 engine and battalion chief to automatically respond to fires at all times when the roads are passable. They also assist with fire prevention, mapping and radio dispatching.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District indicated it does not have any joint power agreements, however; the District's fire department operates under mutual aid arrangements with other fire districts. Costs are further avoided through the use of volunteer firefighters.

The District did not indicate any additional cost avoidance opportunities, nor any cost avoidance opportunities specifically pertaining to parks and recreation services.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District did not indicate any opportunities for shared facilities beyond the mutual aid agreements already in place with other fire departments.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section of the Municipal Service Review considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the County Service Area.

Fallen Leaf Lake Community Services District is an independent special District, authorized to provide services under Government Code § 61000 *et seq.* The District operates with a five-member board of supervisors, elected by Fallen Leaf registered voters for overlapping, four-year terms. The Board meets a minimum of three times each year in the fire station. Meetings are scheduled to coincide with major summer holidays; Memorial Day, July 4th and Labor Day. One other off-season meeting is usually convened. Board members do not receive compensation for their positions. Because of the infrequency of this additional meeting, it is not clear that the District meets at least once quarterly, as required under California law.

The District receives help from El Dorado County for tax and election matters, and indicated it has a good relationship with the County.

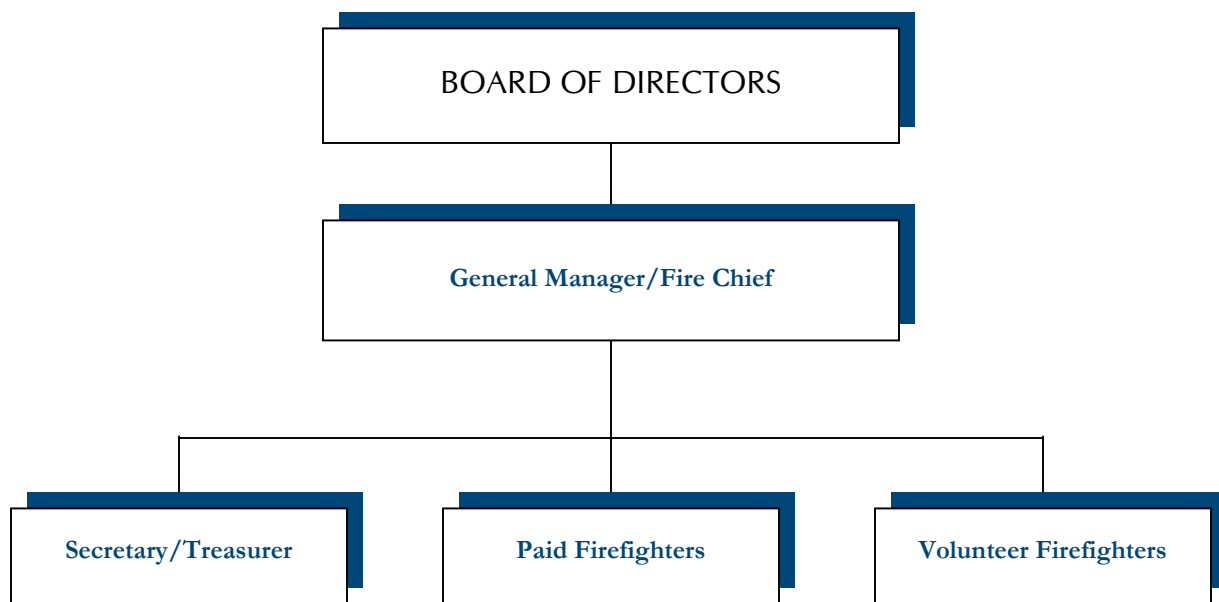
The existing structure of the District as a CSD is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations affecting the District's future service provision. Transitioning the District to another government entity, such as a county service area or other form of local government, would be unlikely to result in significant efficiencies. The current governmental structure is appropriate to provide adequate services.

Combining the District with another similar service provider could result in some administrative efficiency, however; a full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure. No other area district has been considered for such a transition.

Services provided within the District's existing boundaries are adequate and services do not extend beyond designated boundaries. The District's current boundaries are appropriate as they allow the District to meet service demands.

The District's current staff includes one secretary treasurer, a general manager, a fire chief, several paid firefighters and 20 volunteer firefighters. The District indicated these staffing levels are adequate. The District's fire chief is also responsible for performing the duties of a general manager, including providing reports and setting up board meetings. The District's secretary is an independent contractor. **Figure 2.13-2** shows the organizational structure of the District.

FIGURE 2.13-2
FALLEN LEAF LAKE CSD ORGANIZATIONAL CHART



During the 2002-03 session of the Grand Jury, a citizen complaint against the District was investigated. Included in the review were concerns about improprieties in the bid process and award of a contract for concession operations. The Grand Jury made a number of recommendations to the board; encouraging the board to review its procedures for award of contracts. It was also recommended that the District undergo a review and revision of by-laws, adoption of a code of ethics and hire a General Manager.

Further, the Grand Jury recommended the District obtain assistance from the Institute for Local Self-Government on Community Services Districts and participate in orientation and training sessions provided by the Association of Community Services Districts. The District's Board President indicated, on November 13, 2007, that the District has incorporated the Grand Jury's suggestions.

VIII. LOCAL ACCOUNTABILITY

The Board meets a minimum of three times each year in the fire station. Meetings are scheduled to coincide with major summer holidays; Memorial Day, July 4th and Labor Day. One other off-season meeting is usually convened.

Meeting times are posted at several locations throughout the District; the District offices, public bulletin boards, and the fire department. Additionally, meeting times and locations are sent to the District's email list and the District sends individual mailed announcements of all meetings to all voters within the district, no less than seven days prior to the meeting date.

An ad hoc committee, appointed by the District, was formed to seek out community input on operations of the store and marina. A similar committee sought community input regarding the operations of the fire department, in 2005 and 2006.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses within the District include residential (R-1) and agricultural. Agricultural lands are used for timber production/harvest. Development within the area of the District is limited by the TRPA and land uses within the District are not expected to change.

- 2) The present and probable need for public facilities and services in the area.

The District indicated the needs for public facilities and services are currently being provided for by the Fallen Leaf Lake Community Services District.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District indicated that the capacity of Fallen Leaf Lake Community Services District is adequate for current operations.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The area served by the District consists primarily of summer homes. The District indicated there are no other known social or economic communities of interest.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Growth within Fallen Leaf Lake Community Services District is limited due to Tahoe Regional Planning Agency (TRPA) regulations, however; renovation and rebuilding of existing homes is increasing the size and complexity of provision of fire protection service. The District indicated there are no major development projects pending within the District area and significant changes in the demand for service is not anticipated.

Infrastructure

Fallen Leaf Community Services District's recreational facilities include the marina and store. The District indicated that the current amount infrastructure is adequate to meet demands for service, however; the District is planning the replacement of the docks in the marina. This project will be financed through reserves and will occur once enough reserves are accrued.

Financing Constraints and Opportunities

Fallen Leaf Lake Community Services District is financed through property tax revenues and a special fire tax, which is levied on a per parcel basis. Additionally, the District is financed through the lease of the store and marina. The Fire Department receives grants for specific projects. The District financial statements show losses for the FY 2004-05 and FY 2003-04, however; the District's net assets/fund balance appears relatively stable over the years reviewed.

Rate Restructuring

Fallen Leaf Lake Community Services District does not collect user fees, other than the direct assessments in the amount of \$375 per parcel. The District indicated that current revenues are generally sufficient to cover the cost of providing services.

Cost Avoidance Opportunities

Fallen Leaf Lake Community Services District avoids costs by utilizing volunteers, and mutual aid agreements in fire services. The District did not indicate any cost avoidance opportunities utilized, or available in the provision of parks and recreation services.

Opportunities for Shared Facilities

Fallen Leaf Lake Community Services District does not share facilities with other service providers. No opportunities for shared facilities were identified.

Government Structure Options

Fallen Leaf Lake Community Services District operates with a five-member board of supervisors. The District is an independent special district, governed by Government Code section 61000 et. seq. The District receives minimal assistance from the County. The District is able to operate efficiently under its current government structure. Transition to an alternative structure should be fully reviewed for financial and operational impacts, prior to any formal transitions of powers.

Evaluation of Management Efficiencies

The staff of Fallen Leaf Lake Community Services District includes one secretary-treasurer, a general manager, a fire chief, several paid firefighters and 20 volunteer firefighters. The District's fire chief is also responsible for performing the duties of a general manager, including providing reports and setting up board meetings. The District's secretary is an independent contractor. The District indicated that staffing levels are adequate for current service demands.

Local Accountability

Fallen Leaf Lake Community Services District is managed by a board of supervisors which meets a minimum of three times each year in the fire station. Meeting times are posted at several locations throughout the District; the District offices, public bulletin boards, and the fire department. Meeting times and locations are sent to the District's email list announcements of all meetings are mailed to all voters within the district. Meeting noticing appears to be consistent with the Brown Act. The District does not appear to meet the requirement to hold meetings quarterly. Additionally, the District is receiving public input regarding the marina and store from an ad hoc committee.

XI. BIBLIOGRAPHY

Calof, Larry; President, Fallen Leaf Lake Community Services District. Municipal Service Review, Responses of Fallen Leaf Lake Community Services District. September 2007.

Johnson, Robert W. Fallen Leaf Lake Community Services District Financial Statements and Independent Auditor's Report for the year ended June 30, 2004. April 28, 2005.

Johnson, Robert W. Fallen Leaf Lake Community Services District Financial Statements and Independent Auditor's Report for the year ended June 30, 2005. May 19, 2006.

Johnson, Robert W. Fallen Leaf Lake Community Services District Financial Statements and Independent Auditor's Report for the year ended June 30, 2006. January 26, 2007.

2.14 GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT

GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT

Contact Information

Address: P.O. Box 4240
Georgetown, CA 95634

Phone: (530) 333-4356

Website: <http://www.gd-pud.org/>

Management Information

Manager: Hank White

Governing Body: Board of Directors

Board Members: Norm Krizl Term Ends: 2008
Douglas Pickell Term Ends: 2008
Michael Cooper Term Ends: 2010
Bob Diekon Term Ends: 2010
JoAnn A. Shepherd Term Ends: 2010

Board Meetings: Second Tuesday of each month at 9:00 a.m. at the District office located at 6425 Main St, Georgetown, CA.

Staffing: Unknown.

Service Information

Empowered Services: Unknown.

Services Provided: Irrigation and domestic water supplies, on-site wastewater disposal.

Latent Powers: Unknown.

Area Served: 72,000 acres

Population Served: 15,000

Major Infrastructure: Water sources and conveyance infrastructure.

Fiscal Information

Budget: \$4,381,055

Sources of Funding: Unknown.

Rate Structure: Unknown.

2.14 GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT

Georgetown Divide Public Utilities District is an independent special district, formed June 4, 1946, and located in northwestern El Dorado County. The District provides only domestic and irrigation water service, as well as onsite wastewater disposal to a population of approximately 15,000 in the Mother Lode area of El Dorado. The District has indicated that they do not provide any services covered in this MSR. They do not provide parks and recreation, drainage, landscaping/lighting, law enforcement, mosquito abatement, solid waste disposal or weed abatement.

As the District does not provide the services analyzed in this MSR, and was not able to provide information pertaining to these services, no discussion or determinations are presented here, for the Georgetown Divide Public Utility District. Analysis of the services provided by Georgetown Divide Public Utility District is presented in the El Dorado County LAFCO Water, Wastewater and Power Municipal Services Review.

I. BIBLIOGRAPHY

Georgetown Divide Public Utility District. website: <http://www.gd-pud.org/>. Accessed November 2007.

White, Henry N. Georgetown Divide Public Utility District. Email correspondence RE: General Government Services I MSR. May 7, 2007.

This page intentionally left blank.

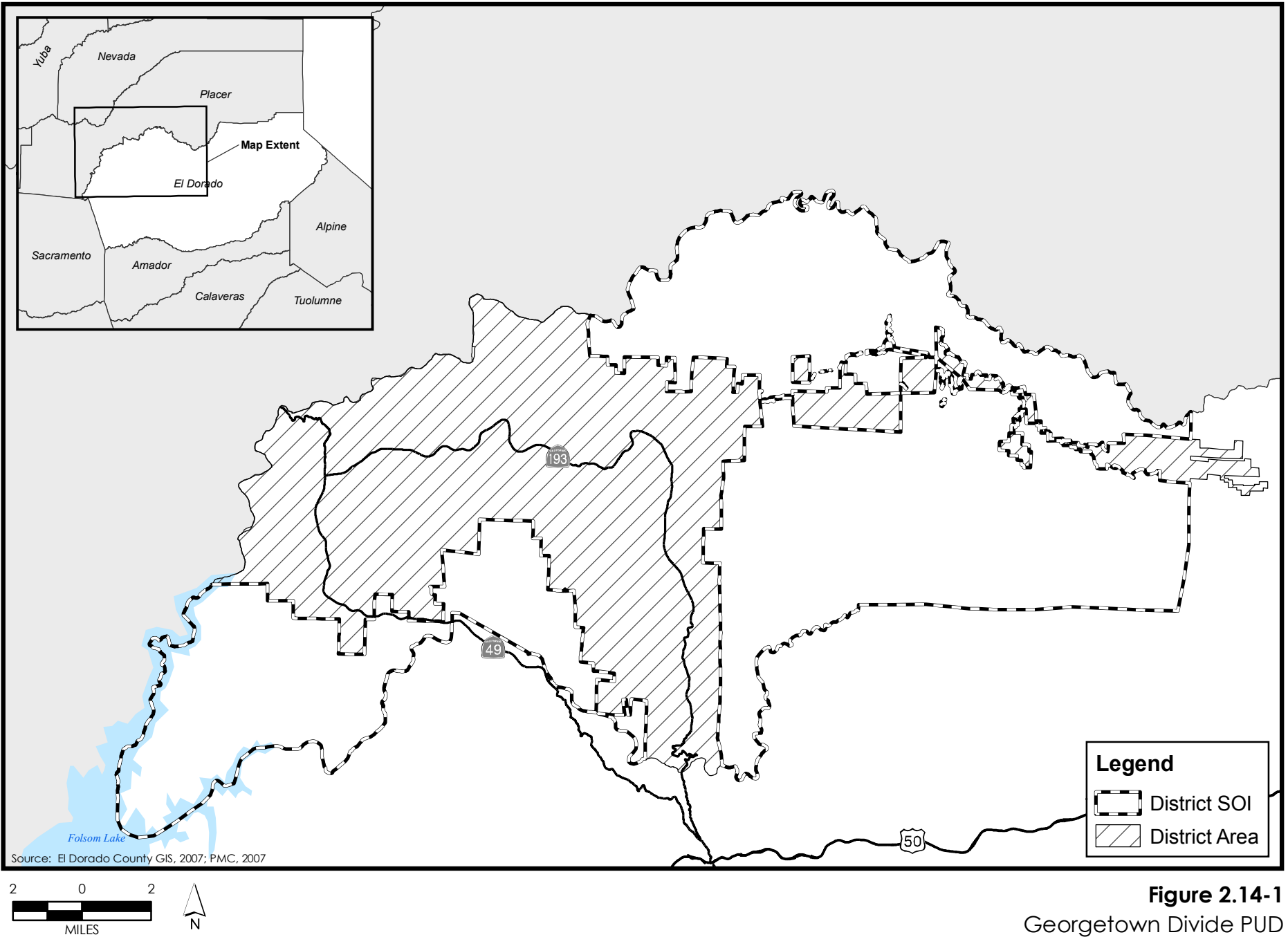


Figure 2.14-1
Georgetown Divide PUD
PMC

2.15 GEORGETOWN DIVIDE RECREATION DISTRICT

GEORGETOWN DIVIDE RECREATION DISTRICT

Contact Information

Address: P.O. Box 1418
Georgetown CA, 95634

Phone: (530)-823-9090

Website: <http://www.gdrd.org/>

Management Information

Manager: Carl Clark, General Manager

Governing Body: Board of Directors

Board Members: Judy Ryland Term dates not provided.
John Crane
Judy Habig
Aloha Adams
Mary Sartori

Board Meetings: Fourth Thursday of each month at the District office; Cool Village, Suite G. Occasional special meetings.

Staffing: One full-time and three permanent part-time staff members.

Service Information

Empowered Services: Recreation and Park services.

Services Provided: Recreation and Park services.

Latent Powers: None.

Area Served: 412 square miles

Population Served: 13,400

Major Infrastructure: Six park sites, totaling 160 approximately acres.

Fiscal Information

Budget: Expenditures 2003: \$240,436

Sources of Funding: Property taxes, user fees and community donations.

Assessments: Property taxes based on State formulas.

Rate Structure: Fees collected for facilities use and participation in recreational programs.

2.15 GEORGETOWN DIVIDE RECREATION DISTRICT

I. SETTING

Georgetown Divide Recreation District (District) was formed in 1988 under Public Resources Code Section 58133 to provide recreational sites, facilities and programs.

The District's Mission Statement, from the introduction to the 1992 Master Plan, indicates:

The Georgetown Divide Recreation District is committed to providing recreational opportunities that will enhance the quality of life in our community. This requires the District to acquire, develop, maintain, and operate parks, recreational facilities and programs, and to preserve and protect our area's natural and historic resources for current and future generations.

Area Served

The District is located in the Georgetown Divide portion of El Dorado County. The communities served by the District are located among the foothills of the Sierra Nevada Mountain Range, situated in the heart of the Mother Lode, including Coloma, Cool, Garden Valley, Georgetown, Greenwood, Kelsey and Pilot Hill. The District serves approximately 72,000 acres or 412 square miles. The District is located south of the Middle Fork of the American River and Rubicon River, approximately 1 1/2 miles north of Coloma in the Georgetown area. The District's area is shown in **Figure 2.15-1**. The District indicated that current boundaries are appropriate, as no services are provided outside the District boundary.

Services Provided

The District is empowered to provide Parks and Recreation and Public Transportation Services; however, the District only currently offers the former service. The District indicated that the major service issues are providing adequate funding for acquisition, development and maintenance of park and recreation facilities and activities.

II. GROWTH AND POPULATION

The primary document projecting population growth, within the unincorporated areas of El Dorado County is the El Dorado County General Plan. A fact sheet about the District, located on El Dorado County LAFCO's website indicated the District's population as of December 2004, to be between 12,000 to 15,000 persons. The District's website indicates the population served is 13,400 persons.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

Prior to 2005, the District had four parks, with a total area of approximately 18 acres. Recently, the District gained additional property through property transfers and long-term leases. This enabled the District to expand one park and add two parks to their inventory. Now, the District has a total of six parks, covering 160 acres. Facilities are shown in **Table 2.15-1**, below.

**TABLE 2.15-1
RECREATIONAL FACILITIES INVENTORY**

Facility	Total Area	Location	Status
Beam Field	3 acres	Georgetown	Developed
Georgetown Park	2.7 acres	Georgetown	Developed
Garden Valley Park	5.3 acres	Garden Valley	Developed (5 acres) Undeveloped (0.3 acres)
Greenwood Park	0.3 acres	Greenwood	Undeveloped
Regional Park	140 acres	Greenwood	Undeveloped
Bayley Historic Park	11 acres	Pilot Hill	Developed (4 acres) Undeveloped (7 acres)

The District maintains 37 miles of trails; 25 miles of trails are developed and 12 are undeveloped.

The District indicated that current facilities are still inadequate to accommodate existing/development or expansion. Additional facilities are planned as discussed below.

Planned Facilities

The District's Board has approved a preliminary plan for the development of a comprehensive "Building a Plan for the Future". The Board has begun developing a 20-year Capital Improvement Program that will be integrated with funds for operation of new facilities and will include major capital maintenance as it is determined, for existing facilities.

The District has filed an application with the BLM to add an additional 83 acres to Regional Park. This addition would consist of new equestrian facilities.

The District has been awarded two grants to build a recreation center and swimming pool. These facilities will be located at the new Regional Park at Greenwood. The initial budgets submitted for this project with the grant applications indicate that there is inadequate funding for the completion of these facilities. This has resulted in the reduction of the scope of the project, but the capital funds from the grants still will not provide sufficient funding for the construction of the community center and pool. The District does not have funding available to open these facilities.

The District indicated a policy decision not to develop an operations plan until long-term funding plan is developed for constructing and operating the facilities. The Board of Directors has recognized that a funding plan will most likely involve an election to increase the District's spending limit, and/or the formation of an assessment district or consideration of Park Impact Fees. There may be other sources of funding that could support the District's construction plans as well.

T:\GIS\EL_DORADO_COUNTY\MXD\LAFCO\GENERAL GOVERNMENT SERVICES MSR\GEORGETOWN DIVIDE RECREATION DISTRICT.MXD - 11/7/2007 @ 11:36:09 AM

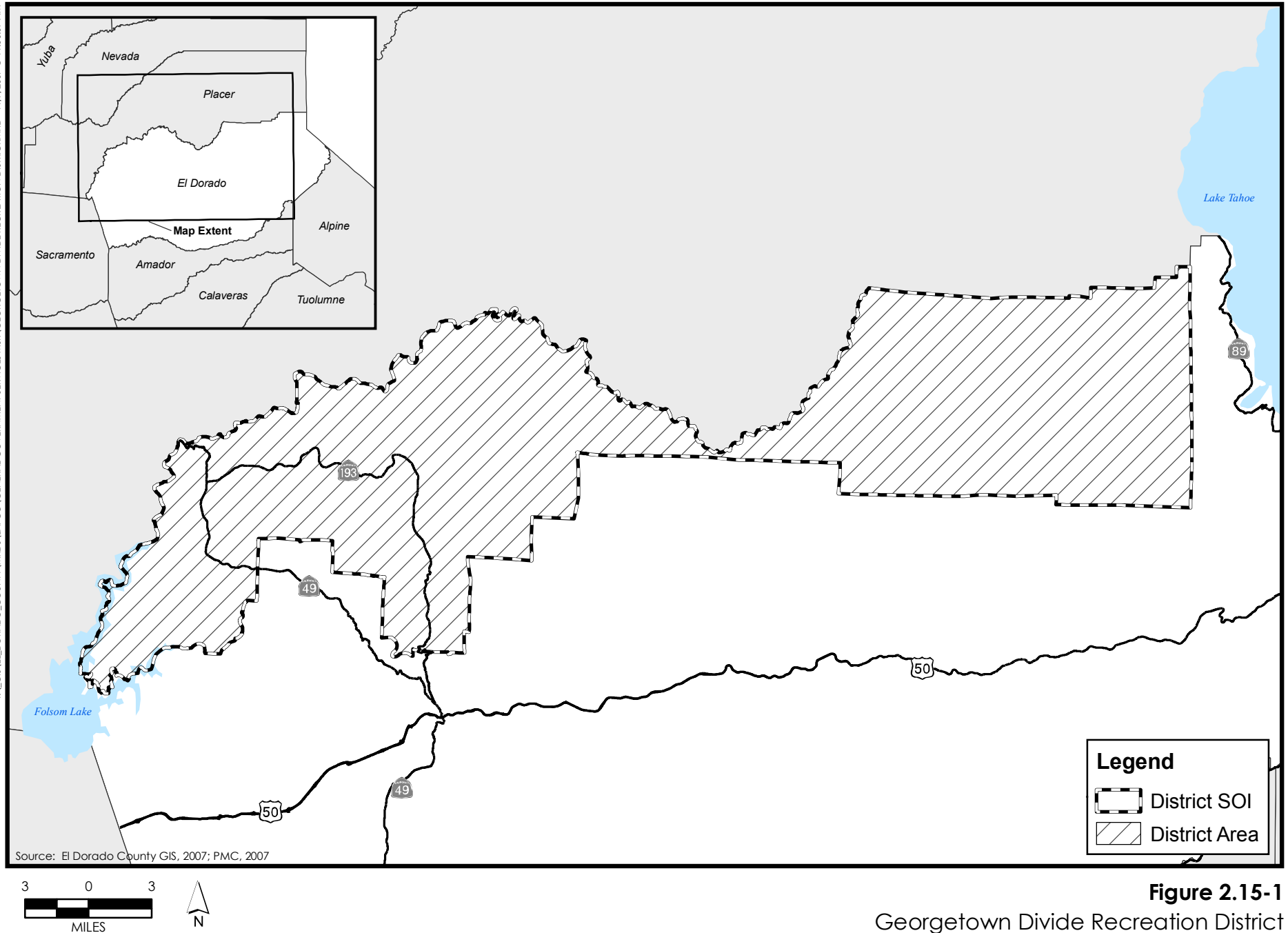


Figure 2.15-1
Georgetown Divide Recreation District
PMC

IV. FINANCING AND RATE RESTRUCTURING

Financial statements from FY 2002-03 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings. The District provided financial statements from the years ending June 30, 2001 to 2003.

The District is financed through property taxes. The District also collects user fees for programs and use of facilities. Further funding comes from community donations.

The District's net assets for the year ending June 30, 2003 were \$367,312. Total liabilities for that year were \$6,449. The total fund balance was \$360,863. The District's total liabilities and fund balance for the year ended June 30, 2003 were \$367,312. The beginning fund balance was \$293,731. The ending fund balance was \$360,863. The change in the fund balance was \$67,132.

Revenues came from property taxes (\$174,336), state homeowners insurance (\$3,052), other governmental agencies (\$85,999), miscellaneous revenues (\$22,130), recreation program revenues (\$17,799) and interest (\$4,252). Total revenues were \$307,568.

District expenditures were from salaries and related benefits (\$63,656), services and supplies (\$57,401) and fixed assets (\$177,800). Total expenses were \$240,436. With total expenses of \$240,436 and total income of \$307,568, the District had a net revenue of \$67,132 for the year ending June 30, 2003.

The District collects fees for programs and use of District facilities. Fees are updated every two months and facility rental fees are reviewed annually as part of the budget process.

The District indicated that it does not have any outstanding debt.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District contracts several park maintenance services, such as; mowing, pesticide spraying. These services are under contracts which are awarded under a competitive bid process every three years. Utilization of a competitive bid process enables the District to choose a service provider with the best services at the lowest cost.

Over the past two years, the District has developed a Community Partners Program in conjunction with non-profit organizations to provide volunteer services to the District. The District now has 22 partner groups involved in operations with interests ranging from sports to equestrian interest and others.

The District operates under a Joint Powers Agreement for both liability insurance and workers compensation insurance. No additional cost avoidance opportunities were identified.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District has an agreement with the local school district to use facilities and share program costs. Further, the District participates in a regional coalition to share resources and programming abilities. No additional opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

The District is managed by a five-member Board of Directors (Board). Board members are elected to four-year alternating terms. Board members are elected by the general electorate.

The District operates efficiently under its current governing structure. Combining Georgetown Divide Recreation District with another similar service provider, such as the Georgetown Divide Public Utility District, could result in increased administrative efficiency; however, these districts differ in service area and provide different core services. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure.

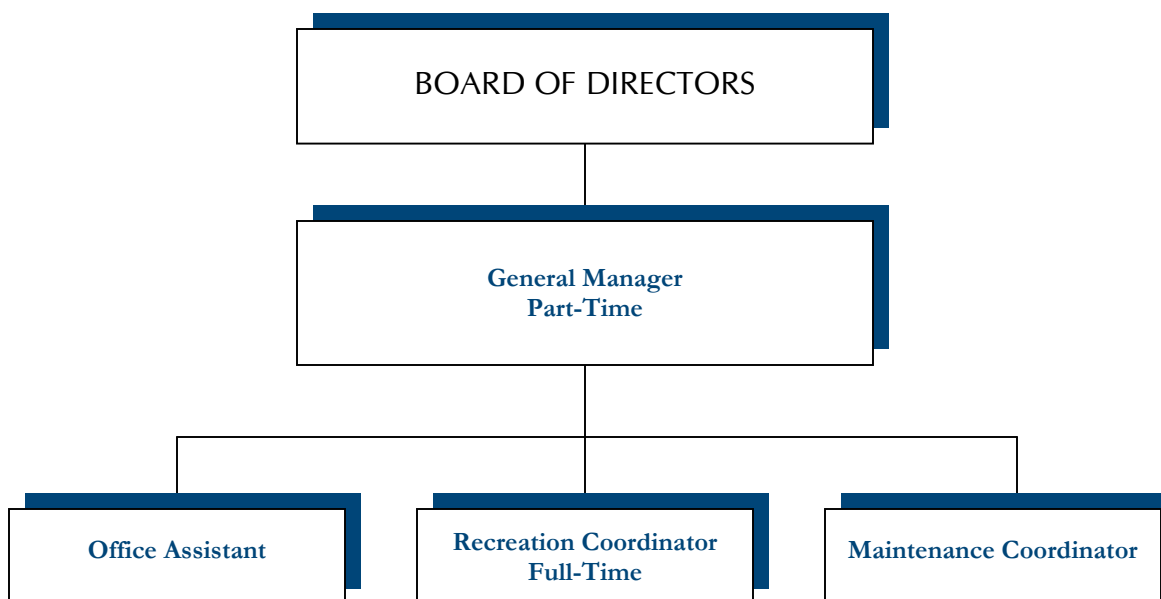
The District has one full-time and three permanent part-time staff members. All of these positions were filled over the past two years. The District now has a professional Recreation Coordinator. This is a full-time position that also includes some administrative tasks. The other positions include an office assistant/communication coordinator, maintenance coordinator and part-time general manager. The District has legal counsel from a private firm. The District's organizational structure is shown in **Figure 2.15-2**.

VIII. LOCAL ACCOUNTABILITY

District board meetings are held on the fourth Thursday of each month. Additional special meetings are also held. Notices of District meetings are posted at the District office and five post office bulletin boards. Notices are emailed to a list of approximately 120 people and mailed to those requesting to receive this mailing. Meetings are noticed in accordance with the Brown Act.

The District receives feedback by conducting customer satisfaction surveys. Additional feedback is received in public hearings. The District mails out a District-wide newsletter every two months. This is mailed to 6,800 addresses within the District.

FIGURE 2.15-2
GEORGETOWN DIVIDE RECREATION DISTRICT ORGANIZATIONAL CHART



IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses in the area of the District include residential, agricultural and commercial. El Dorado County is the land use authority within the District's service area.

- 2) The present and probable need for public facilities and services in the area.

The District indicated that current facilities are not sufficient to meet needs. The District did not indicate projected demand for service.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District indicated that current infrastructure is not sufficient to meet needs. However; the District is planning facilities upgrades and obtaining funding for the construction of additional facilities.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The communities of Garden Valley, Kelsey, Pilot Hill, Greenwood and Cool surround Georgetown. The District did not indicate any plans for a change in boundaries to absorb any of these areas, however.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

The estimated population within Georgetown Divide Recreation District is between 12,000 to 15,000 persons. The District did not indicate whether or not they maintain population-based level of service standards, nor did they provide information regarding planning for population growth.

Infrastructure

Georgetown Divide Recreation District maintains several park sites and provides opportunities for recreational activities to District residents. Until the past three or four years, the District did not have adequate facilities, but has recently acquired new lands and is planning for the construction of new facilities. Construction plans have been slowed due to lack of adequate funding. The District is currently working to decrease the size of the planned projects, or acquire additional funding for these projects.

Financing Constraints and Opportunities

Georgetown Divide Recreation District's financial statements show that the District operated with a net positive revenue for the years reviewed. Financing comes from property taxes, user fees, and donations. The District indicated the need for additional funding for infrastructure improvements and that it might reduce the size of projects that are not fully funded. The District may consider alternative funding mechanisms, including the establishment of an assessment district or park impact fees. The District is developing a 20-year Capital Improvement Program which will provide the District with long-range financial planning for infrastructure improvements. The District appears to be operating with financial stability.

Rate Restructuring

Georgetown Divide Recreation District collects user fees for the participation in recreation programs. Fees are also charged for the use of recreation facilities. Fees for recreation programs are reviewed every two months and facilities rental fees are evaluated every year as part of the District's budget process.

Cost Avoidance Opportunities

Georgetown Divide Recreation District appears to utilize sufficient cost avoidance strategies. The District contracts out several park maintenance services, under a competitive bid process. Utilization of a competitive bid process enables the District to choose the most preferred service provider at the lowest cost. The District has developed a Community Partners Program in conjunction with non-profit organizations to provide volunteer services to the District. Further, the District operates under a Joint Powers Agreement for both liability insurance and workers compensation insurance. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

Georgetown Divide Recreation District has an agreement with the local school district to use facilities and share program costs. Further, the District participates in a regional coalition to share resources and programming abilities. No additional opportunities for shared facilities were identified.

Government Structure Options

Georgetown Divide Recreation District was formed under Public Resources Code Section 58133. The District is an independent special District managed by a Board of five members. The District operates efficiently under its current governing structure. Combining Georgetown Divide Recreation District with another similar service provider, such as the Georgetown Divide Public Utility District, could result in some administrative efficiency. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure.

Evaluation of Management Efficiencies

Georgetown Divide Recreation District is managed by a five-member board of directors. The District has one full-time and three permanent part-time staff members. All of these positions were filled over the past two years. The District did not indicate whether or not staffing levels are sufficient for the amount of services provided.

Local Accountability

Georgetown Divide Recreation District board meetings are held on the fourth Thursday of each month. District meeting notices are posted at the District office, five post office bulletin boards. Notices are emailed to a list of approximately 120 people and mailed to those requesting to receive this mailing. Noticing appears to be consistent with the Brown Act. Additional feedback is received through customer satisfaction surveys, and during public hearings. The District receives feedback by conducting customer satisfaction surveys. Additional feedback is received in public hearings. The District provides information to community members through a District-wide newsletter which is mailed out to 6,800 addresses every two months.

XI. BIBLIOGRAPHY

Clark, Carl; General Manager, Georgetown Divide Recreation District. Survey Response RE: Municipal Service Review. August 13, 2007.

Warden, John F. Georgetown Divide Recreation District Independent Auditor's Report, General Purpose Financial Statements and Supplemental Information as of June 30, 2003 and 2002. August 21, 2003.

Warden, John F. Georgetown Divide Recreation District Independent Auditor's Report, General Purpose Financial Statements and Supplemental Information as of June 30, 2001 and 2000. August 22, 2001.

Bayley House Website. <http://comspark.com/bayleyhouse/district.shtml>. Accessed November 17, 2007.

El Dorado LAFCO Website.
<http://www.co.el-dorado.ca.us/LAFCO/pdf/georgetowndividerec.pdf>.
Accessed November 17, 2007.

2.16 GREENSTONE COUNTRY COMMUNITY SERVICE DISTRICT

GREENSTONE COUNTRY COMMUNITY SERVICES DISTRICT

Contact Information

Address: 3451 Stagecoach Road,
Placerville, CA 95667

Phone: (530) 622-6120 or 622-3292

Website: None.

Management Information

Manager: George Amo

Governing Body: Board of Directors

Board Members:

Robert Ayrest	Term ends: 2008
Van Dossey	Term ends: 2010
Bert Drouin	Term ends: 2008
Richard Reid	Term ends: 2008
Robert Caldwell	Term ends: 2010

Board Meetings: 1st Wednesday - Quarterly, 8:30 a.m. at

Staffing: One secretary/manager.

Service Information

Empowered Services: Water, Wastewater, Solid Waste Collection, Fire, Recreation, Street Lighting, Mosquito Abatement, Law Enforcement, Library, Roads, Bridges, Culverts, Curbs and Drainage.

Latent Powers: Water, Solid Waste Collection, Fire, Street Lighting, Mosquito Abatement, Library, Roads, Bridges, Culverts and Curbs.

Services Provided: Wastewater and Recreation.

Area Served: 2,265 acres

Population Served: 700 persons, with 449 registered voters.

Major Infrastructure: District offices; parks facilities managed by Home Owners Association.

Fiscal Information

Budget: \$286,243

Sources of Funding: Property taxes and fees.

Assessments: None.

Rate Structure: Developed Parcel \$100 Undeveloped Parcel \$50l; revised 1995.

2.16 GREENSTONE COUNTRY COMMUNITY SERVICES DISTRICT

I. SETTING

Greenstone Country Community Services District (District) was formed on May 28, 1982. The District was formed under Gov. Code Sections 61000-61936 as an independent special district.

Area Served

The District serves the small, gated community of Greenstone. Greenstone is located near the community of Rescue, in the western portion of El Dorado County. The District is north of Green Valley Road, near the intersection with Lotus Road. The District covers approximately 2,265 acres.

Services Provided

The District is empowered to provide Water, Wastewater, Solid Waste Collection, Fire Suppression, Recreation, Street Lighting, Mosquito Abatement, Law Enforcement, Library, Roads, Bridges, Culverts, Curbs and Drainage services. Of those services, the District provides only inspection of septic systems, water quality testing in lakes & streams, and recreation.

The District provides funds to the Greenstone Country Homeowners Association (HOA) for Parks maintenance, lakes maintenance, trails maintenance, dam maintenance and security. The District has a contract with the Homeowner's Association, through which the HOA submits a claim every quarter for reimbursement. The HOA receives funding from other sources, in addition to funding from the District.

The District provides funding only, and does not actually perform any maintenance of recreational facilities. The only power that the District actively provides is the inspection of septic systems, which is considered a wastewater service. The District inspects 315 septic systems and has hired an engineer to perform this task. A description and discussion on the provision of this service is included in the Water, Wastewater and Power MSR.

II. GROWTH AND POPULATION

The District provides services within a small, gated community. There are no plans for additional services or changes in land uses. Land uses within the District are expected to remain the same. No population growth is anticipated within the District, and no boundary expansions are desired.

As of December 2004, the estimated population within the District was 700 persons, with 449 registered voters.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The District owns and operates its primary offices. The building houses the offices of the District and the HOA. The property the building is on is owned by the HOA and the use of the structure is limited by a special use permit.

The District does not provide services, directly, but instead provides funding to the HOA; the District does not technically maintain any infrastructure or facilities. There are approximately 17 different hiking trails and equestrian trails within the District. These are maintained by the HOA.

Planned Facilities

As noted above, there is no growth anticipated within the District, and therefore, there are no plans for additional facilities.

IV. FINANCING AND RATE RESTRUCTURING

Financial statements from FY 2005-06 were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The District is funded through property taxes, paid by District properties. The District indicated that funds are sufficient to cover the costs of services. The District does not provide services directly, instead administering funds for the HOA to conduct necessary maintenance and improvements. The District indicated that the HOA receives outside funding in addition to the funding provided by the District.

The District provided financial information for the year 2005-06 as well as budgetary information for the year 2006-07. The District's primary role is to reimburse the HOA for expenses from maintaining the trails and recreational areas.

In the year 2005-06, the District had financing from the fund balance (\$68,593), taxes (\$160,710), revenue from the use of money and property (\$5,642), intergovernmental revenues (\$1,934) and charges fro services (\$3,550). Total financing sources for 2005-06 were \$240,429.

Expenses for 2005-06 were salaries and employee benefits (\$16,669), services and supplies (\$124,138), appropriation for contingencies (\$0) and budgetary reserves (\$27,669). Total financing uses for the year 2005-06 were \$168,476. A comparison of the total financing sources and uses shows that the District had a net gain of \$71,953 over the 2005-06 year.

The District's budget for the year 2006-07 indicates financing from the fund balance (\$105,843), taxes (\$166,800), revenue from the use of money and property (\$5,000), intergovernmental revenues (\$1,600) and charges fro services (\$7,000). Total financing sources for 2006-07 are projected to be \$286,243.

Financing uses for the year 2006-07 are projected to be salaries and employee benefits (\$23,800), services and supplies (\$181,300) and appropriation for contingencies (\$74,643) and budgetary reserves (\$6,500). Total financing uses for the year 2006-07 are projected to be \$286,243.

User fees are collected by the District from Homeowners within the District. User fees are on the tax bill of homeowners, and amount to \$100 for improved parcels and \$50 for unimproved parcels. The fees were last revised in 1995. The District did not indicate any reason to increase user fees at this time.

The District operates without any debt.

This page intentionally left blank.

T:\GIS\EL_DORADO_COUNTY\MXD\GENERAL GOVERNMENT SERVICES\MR\GREENSTONE COUNTRY CSD.MXD - 11/7/2007 @ 11:38:16 AM

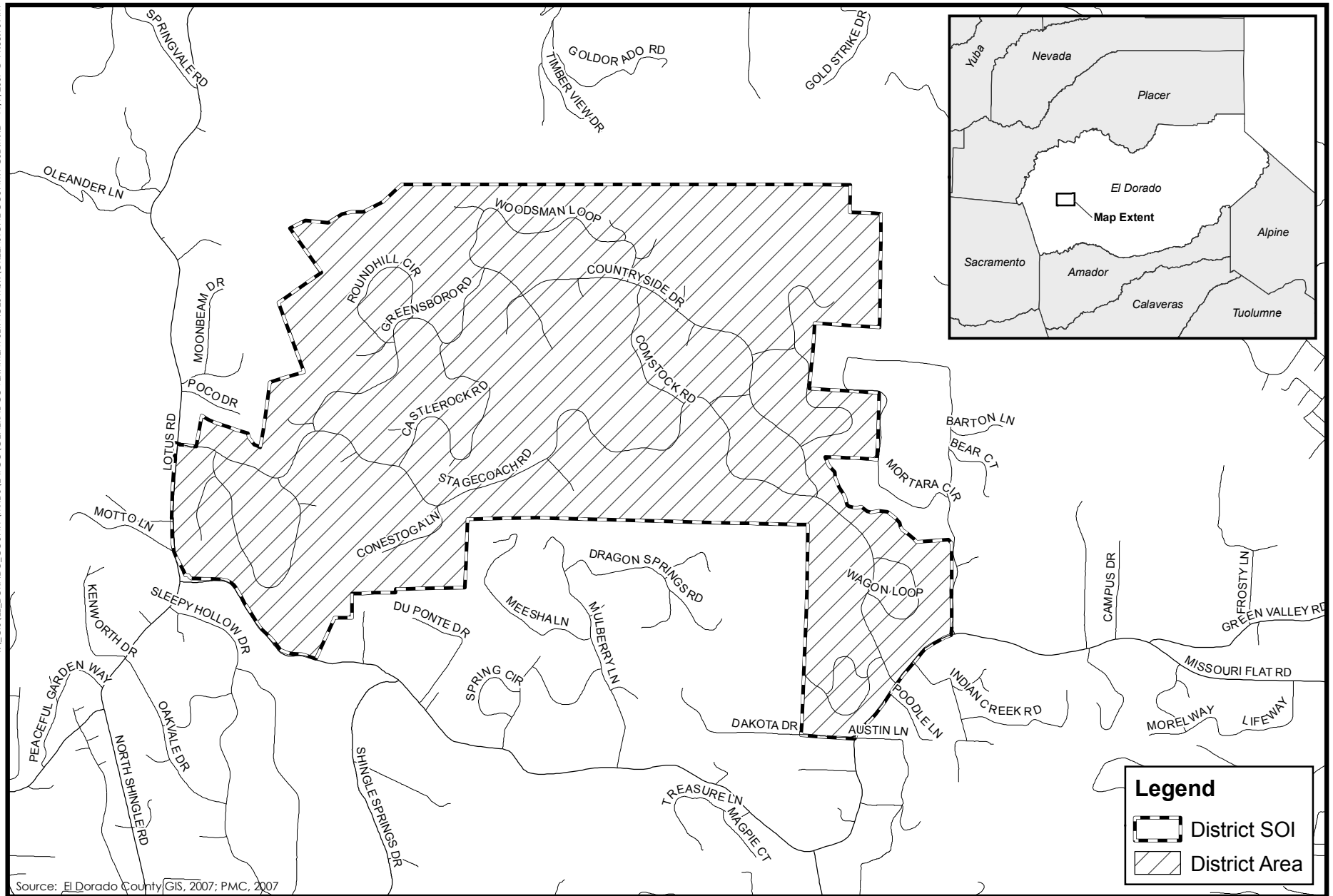


Figure 2.16-1
Greenstone Country CSD
PMC

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District indicated that there are no cost-reducing methods in place at this time. No potential cost avoidance opportunities were identified.

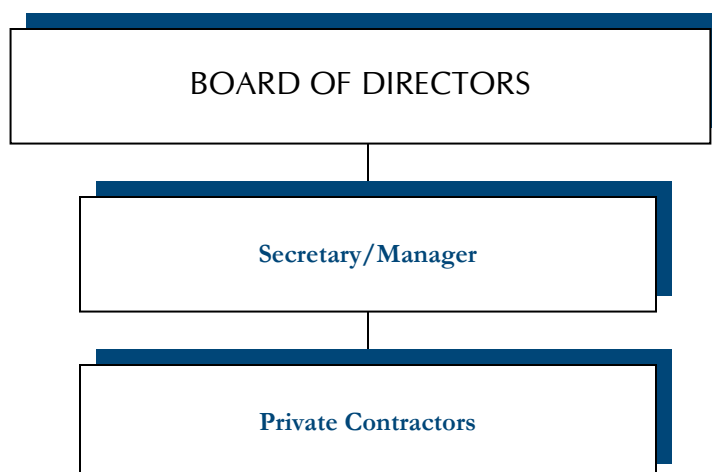
VI. OPPORTUNITIES FOR SHARED FACILITIES

The District shares its office building with the HOA. The District indicated that the office may not be shared with any other agencies because of a special use permit. No other opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

Greenstone Country Community Services District is an independent special district, formed pursuant to Government Code Sections 61000-61936. As of the District's last election, the District now has a five-member board of directors. Board members are elected by the registered voters within the District to four-year staggered terms. The activities of the District are primarily septic system inspection and assisting the HOA with financial matters. The District collects taxes for parks and recreation services. When the HOA performs maintenance or other parks and recreation projects, the HOA may request reimbursement from the District. The District's General Manager indicated that the HOA has asked for lump sum reimbursements, but the District provides funds only for identified, budgeted projects which are within the District's powers to fund. The District's organizational structure is shown in **Figure 2.16-2**.

FIGURE 2.16-2
GREENSTONE COUNTY CSD ORGANIZATIONAL CHART



The District operates efficiently under its current governing structure. Dissolving the District, and replacing it with the HOA, or another agency could result in some administrative efficiency; however, because the District's powers as a Community Services District are greater than the powers of an HOA, it is unlikely that transfer to this form of governing structure would result in increased efficiency, or other benefits. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure.

The District relies on the County to manage its bills and payrolls.

VIII. LOCAL ACCOUNTABILITY

The District's board meetings are held on the first Wednesday of every quarter. Meetings are held at the District office; 3451 Stagecoach Rd. in Placerville. Meeting times are posted within the District's newspaper.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses within the District are residential. No land use changes are anticipated.

- 2) The present and probable need for public facilities and services in the area.

All public facilities have been constructed and paid for. The District did not indicate the need for additional facilities.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

Facilities are not maintained by the District. Instead they are managed by the HOA and the HOA determines when maintenance or additional facilities is needed.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The District indicated there are no social or economic communities of interest in the area of the District.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Greenstone Country Community Services District provides services to a small gated community. No land use changes are anticipated and no properties in the District may be split. Further, the District does not desire to annex any outside properties into the District boundaries. There is no population growth anticipated by the District.

Infrastructure

Greenstone Country Community Services District operates out of a District office, located on land owned by the HOA. The HOA also shares the District's office. The HOA maintains numerous hiking and equestrian trails within the District. No infrastructure plans were identified.

Financing Constraints and Opportunities

Greenstone Country Community Services District appears to operate with financial stability. Revenues were greater than costs for the years reviewed and the District operates without any debt. The District is financed through user fees which are collected in combination with taxes.

Rate Restructuring

Greenstone Country Community Services District collects \$100 for every developed parcel and \$50 for every undeveloped parcel, within the District. User fees were last updated in 1995 and the District did not indicate the need to increase fees at this time.

Cost Avoidance Opportunities

Greenstone Country Community Services District indicated that no cost avoidance opportunities are utilized at this time, and no potential cost avoidance opportunities were identified by the District.

Opportunities for Shared Facilities

Greenstone Country Community Services District shares its office building with the HOA. The District indicated that the office may not be shared with any other agencies because of a special use permit. No other opportunities for shared facilities were identified.

Government Structure Options

Greenstone Country Community Services District is an independent special district, regulated by Government Code Section Sections 61000 et seq. The District is managed by a five-member board of directors. The current management structure enables the District to operate efficiently. Merging the District with the HOA may result in some efficiencies; however, this could restrict the powers of the District. A full analysis of a transition should be conducted prior to any formal transfers of operation.

Evaluation of Management Efficiencies

Greenstone Country Community Services District appears to have sufficient staffing to conduct the District's business. The District does not perform any maintenance to recreation facilities itself, and only reimburses the HOA to carry out these tasks. Other services are contracted out. The District appears to operate efficiently.

Local Accountability

Greenstone Country Community Services District is managed by a five-member board of directors, elected by the registered voters within the District. The District holds meetings

once every quarter and posts meeting notices in the District newspaper. No further information was provided regarding District communication with the landowners, however; the District shares office space with the HOA and it is likely this provides ample opportunity for feedback.

XI. BIBLIOGRAPHY

Amo George; Manager, Greenstone Country Community Services District.
Correspondence RE: Municipal Service Review. October 2007.

State Controller/County of El Dorado State of California. Special District Budget Detail for Fiscal Year 2006-07. Provided by District October 2007.

El Dorado County LAFCO website. <http://www.co.el-dorado.ca.us/LAFCO/pdf/greenstonecountry.pdf>. Accessed November 18, 2007.

**2.17 HOLIDAY LAKE
COMMUNITY SERVICE DISTRICT**

HOLIDAY LAKE COMMUNITY SERVICES DISTRICT

Contact Information**Address:** None.**Phone:** None.**Website:** None.Management Information:**Manager:** None**Governing Body:** Board of Directors**Board Members:** Not provided.**Board Meetings:** Bi-monthly open meetings at the Buckeye Union School District office.**Staffing:** No paid employees.Service Information**Empowered Services:** Development and maintenance of a recreational aquatic park and such other purposes.**Services Provided:** Recreational aquatic park.**Latent Powers:** None.**Area Served:** 140 acres**Population Served:** 136**Major Infrastructure:** 30-acre lake, dam, and 0.9-mile dirt walking trail around the lake.Fiscal Information**Budget:** 2003-2004: \$16,552.**Sources of Funding:** Property tax and special tax.**Assessments:** Property tax and special tax.**Rate Structure:** \$150 per parcel, special tax.

2.17 HOLIDAY LAKE COMMUNITY SERVICES DISTRICT

I. SETTING

Holiday Lake Community Services District (District) was formed on September 16, 1970 by LAFCo Resolution 12-70. The District is an independent special district, governed by California Government Code Section 61600. The District is empowered to provide recreational facilities including the development and maintenance of a recreational aquatic park. The District maintains a 30-acre lake, dam and 0.9-mile walking trail. The District does not provide any additional services.

The area served by the District includes the subdivisions of Holiday Hills and Holiday Lake Ranches. The District's boundary includes approximately 140 acres and contains an estimated population of 136 persons on 59 parcels. The District's area is shown in **Figure 2.17-1**.

Holiday Lake Community Services District indicated that they were previously reviewed in the El Dorado LAFCo West County Parks, Recreation and Open Space Municipal Services Review (MSR). This MSR is available for review on El Dorado LAFCo's website; www.co.el-dorado.ca.us. The District stated it has not made any significant changes since the completion of the West County Parks, Recreation and Open Space MSR and provided no new information for inclusion in the current MSR, however; LAFCo is required to review and update Spheres of Influence every five years, therefore; even though the District did not provide new information, the Commission is obligated to update its sphere. Sphere of Influence Recommendations and Municipal Service Review Determinations are presented below. Municipal Service Review Determinations are based on information provided in the West County Parks, Recreation and Open Space MSR.

II. SPHERE OF INFLUENCE REVIEW AND RECOMMENDATIONS

Government Code Section 56076 defines sphere of Influence as "A plan for the probable physical boundaries and service area of a local agency, as determined by the commission." The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

As shown in **Figure 2.17-1**, the District's boundaries are coterminous with the District's SOI. It is recommended that no changes are made to the District's Sphere of Influence;

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses within the District are residential. No land use changes are anticipated within the District and no land uses would be changed by affirming the District's current SOI.

- 2) The present and probable need for public facilities and services in the area.

The District did not indicate the need for additional public facilities. No additional needs for public facilities would be created by affirming the District's current SOI.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District appears to have adequate capacity to provide services and facilities. The District's service capacity would not be changed by affirming the District's current SOI.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

Social or economic communities of interest to the District are not known. Affirming the District's current SOI would not result in the annexation of any additional areas into the District's service area.

III. MUNICIPAL SERVICE REVIEW DETERMINATIONS

This portion of the report addresses the factors specified in the governing statute for Municipal Service Reviews. The Following Determinations were taken from the West County Parks Recreation and Open Space Municipal Service Review;

Infrastructure Needs and Deficiencies

Holiday Lake CSD has not prepared a master plan, facility plans, a capital improvement program, or long range goals or priorities. No facilities or services exist within the district to meet the active recreation needs of the community or the public. Residents travel out of the district to meet these needs, using the facilities and services of other providers. The district does provide passive recreation and open space with 30 acres of lake and 0.9 mile of trail around the lake. Under the county and National Recreation and Park Association standard of 5 acres per 1,000 persons, a total of only 0.68 acres of park area would be required for the population of 136. This district has park area in excess of the standard. Although the district is a public agency, the lake is effectively a private facility, posted and gated to prohibit public use.

Growth and Population Projections

Holiday Lake CSD serves 67 parcels, eight of which are undeveloped. The eight parcels include the lake, three common areas, and four residential parcels. The 1996 General Plan designates all district parcels as medium-density residential. The HLCSD board characterizes the area as a retirement community with little or no growth. The district's population could increase slightly with the possible addition of no more than four single-family homes. Compared to the current population of 136, an increase of 10 persons (2.3 persons per dwelling unit) translates to a maximum growth of 7.4% distributed over an unknown future period. The projected maximum population increase will not affect services. The surrounding territory is medium- and low-density residential.

Financing Constraints and Opportunities

Holiday Lake CSD is funded through property taxes and a long-standing district-wide special tax. The district currently operates and maintains one park and does not administer any recreational programs. The District is examining the pros and cons of reaching out to include adjacent properties to annex them in to the district, however; to date none of the surrounding property owners have approached the District for annexation.

I:\GIS\EL_DORADO_COUNTY\WXS\LAFCO\GENERAL GOVERNMENT SERVICES\MSR\HOLIDAY LAKE CSD.MXD - 10/23/2007 @ 11:25:26 AM

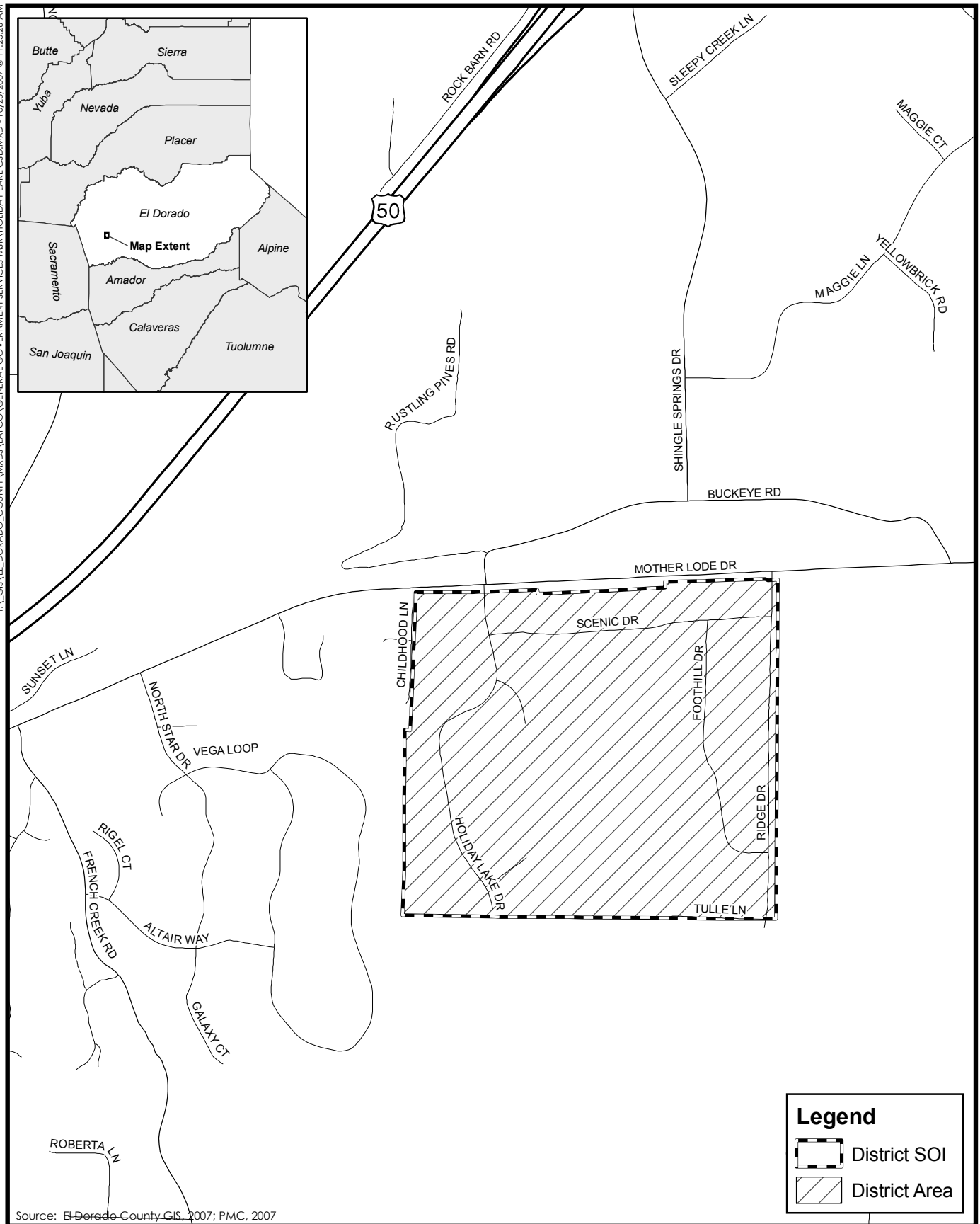


Figure 2.17-1
Holiday Lake CSD
PMC

As operation and maintenance costs for the existing facilities at Holiday Lake rise in the future, district residents could approve an increase in the special tax with a two-thirds vote. The rise in costs will likely follow the cost of inflation, which would make the tax increase proportionate to the cost of living in the area. If such an increase was not approved, the district would have to develop a strategy to cover the costs. In 1999 a similar situation occurred when the increasing costs of maintenance services led the district to hold an election to raise the special tax from \$75 to \$105. When the measure failed, the district responded by limiting services and budgeting a larger contingency for future cost increases.

The district reports that the State Water Resources Control Board quadrupled its annual dam inspection fees beginning in 2004. The fees increased from about \$1,000 to \$4,000, prompting the district to consider raising the annual assessment on district parcels. In late 2003 the district established a resident committee to evaluate the issue and report back to the board. Based on the committee's recommendations, an election was called in June 2004 and voters raised the assessment to \$150.

Cost-Avoidance Opportunities

Holiday Lake CSD does not have any paid employees other than a designated general manager, as required by Government Code Section 61240. The district board delegates special issues to an interested resident or a committee of residents and board members. Additionally, the district carries liability insurance through the CSDA Alliance.

Opportunities for Rate Restructuring

Holiday Lake CSD does not offer any programs, classes, or special events. Fees are not charged by Holiday Lake CSD and non-residents are not permitted to use the lake or trail. No entrance or user fees are charged at the lake.

Opportunities for Shared Facilities

Holiday Lake CSD is located 6.8 miles from Cameron Park Community Services District. Cameron Park Community Services District has shown no interest in providing shared facilities. Although access to the district's lake is currently restricted by the board of directors, Holiday Lake could be used as a community-wide park to serve the park and recreation needs of the population in the Shingle Springs area. Shingle Springs is currently without any other local park and recreation service provider. The availability of a second community park in the territory south of Highway 50 would relieve some of the non-resident demand on Cameron Park CSD. County Parks would be the logical funding and management partner for such a venture; however, budget reductions and administrative uncertainty in County Parks may restrict this opportunity for shared facilities. In addition, use of the lake could make it possible for Cameron Park CSD and Holiday Lake CSD to provide or expand programs for non-motorized boating, such as kayaking, canoeing, wind-surfing, etc.

Holiday Lake CSD's current policy restricting use of the public facilities to only homeowners is a significant impediment to maximizing the public benefit of these recreation facilities. At present, the district may be further limited in this opportunity for shared facilities because of its decision to discontinue its liability insurance.

Government Structure Options

Holiday Lake CSD is organized and structured to serve a small distinct community consisting of the Holiday Lake Ranches and Holiday Hills subdivisions. It is not geographically linked to other park and recreation providers in the study area and the community/neighborhood it serves is not a growing area. This may be the most appropriate structure for maintaining the lake and providing simple public services. However, this study has identified that there is no public access to the district's facilities and they are considered private facilities for homeowners and guests only. A private association might more accurately reflect the community's needs and desire to operate the lake as a private facility. Two homeowners' associations exist within district boundaries that could feasibly provide the same level of service for the same cost as the district would incur. The District currently carries liability insurance through the CSDA Alliance. Attaining private liability insurance would be one of the costs associated with converting to a private association. Alternatively, services could be shifted to the county through a zone of benefit (County Service Area 9). The county is the only other park and recreation service provider in the area.

Management Efficiencies

"(1) promotes and demonstrates implementation of continuous improvement plans and strategies for budgeting, managing costs, training and utilizing personnel, and customer service and involvement"

Holiday Lake CSD is a member of the California Special Districts Association.

The district board delegates special issues to an interested resident or a committee of residents and board members.

The district has adopted Rules and Regulations of Holiday Lake CSD (amended 2007) regarding use of the lake. The district has not adopted other policies, by-laws, or standards.

Holiday Lake CSD adopts an annual budget and submits it to the County Auditor-Controller's office. The Auditor's office assumes responsibility for conducting an audit every five years. The last audit was conducted in February 2003 for the fiscal years ending 1995-2000.

"(2) has the ability to provide service over the short and long term"

The board delegates special issues to an interested resident or a committee of residents and board members.

The district contracts for errors and omissions insurance for its board members but has not contracted for public liability and property damage insurance since 1996. It also does not participate in the State Compensation Insurance Fund for California Worker's Compensation for its board members and district volunteers.

The District has a Sphere of Influence Committee, which was established in 2006, that is preparing for the Board's approval of District goals, objectives and a strategic plan. The formation of this committee is a direct result of the Government Structure Options presented in the District's most recent Municipal Service Review, completed by LAFCO in 2004.

The District's last audit was completed in 2006, by the County Auditor.

"3) has the resources (fiscal, manpower, equipment, adopted service or work plans) to provide adequate service"

The district's total budget for fiscal year 2003-2004 is \$16,552. The district does not have any paid employees other than a designated general manager pursuant to Government Code Section 61240. The district does not have legal counsel.

Holiday Lake CSD periodically hires independent contractors to chemically treat the lake water, spray for weeds within the lake, mow weeds and clear brush around the lake, and remove trees. These services are requested on an as-needed basis rather than by contract. No adopted service or work plans were provided by the district for this study.

"(4) meets or exceeds environmental and industry service standards, as feasible considering local conditions or circumstances"

National park standards, discussed elsewhere in this report, focus on capacity standards for lands and facilities. No information was provided by the district regarding awards, recognition, or compliance with industry standards.

"(5) and maintains adequate contingency reserves"

The district's total budget for fiscal year 2003-2004 is \$16,552. Of this, \$5,952 is appropriated for contingencies.

Holiday Lake CSD does not have any paid employees, however; the District does have a designated general manager, as required by Government Code Section 61240. The district board delegates special issues to an interested resident or a committee of residents and board members.

Local Accountability and Governance

Holiday Lake CSD does not have a public office, paid staff, regular publications, a website, or a public phone line. Board members were affirmed without election in the last three elections from 1999-2003. The board holds bi-monthly open meetings with agenda notice also given through e-mail. Agendas are posted at bulletin boards at the two entrances to the community. Meetings are held at the Buckeye Union School District offices in the evenings. The last two district elections, from 1999-2004, drew a voter turnout averaging 50%. The board prepares an annual report on district affairs and major expenditures. Records are retained at the secretary's home. The County Auditor-Controller handles district accounting and conducts an audit every five years.

Based on this information, it appears Holiday Lake CSD is open to public involvement in district operations and planning but does not actively promote it. Accessibility to district information is limited based on the availability of the board officers. However, efforts to increase public access and awareness appear to be proportionate to the district's geographical size and population. Delivering a district announcement door-to-door may be just as effective as posting the information online, without the need for funding, designing, and maintaining a website.

IV. BIBLIOGRAPHY

El Dorado LAFCo. West County Parks, Recreation and Open Space Municipal Service Review. Publication Date unknown.

2.18 KIRKWOOD MEADOWS PUBLIC UTILITY DISTRICT

KIRKWOOD MEADOWS COMMUNITY SERVICES DISTRICT

Contact Information

Address: P.O. Box 247
Kirkwood, CA 95646

Phone: 209-258-4444

Website: <http://www.kmpud.com>

Management Information

Manager: Tom Henie, General Manager

Governing Body: Board of Directors

Board Members: Peter Dornbrook, President
Larry Lacey, Vice President
Dick Reuter, Treasurer
Leo Smith, Secretary
Frank Majors, Assistant Secretary

Board Meetings: Not provided.

Staffing: Not provided.

Service Information

Empowered Services: Water, wastewater, fire protection and emergency services, solid waste, parks and recreation, snow removal and mosquito abatement.

Services Provided: Mosquito Abatement, Parks and Recreation, Solid Waste

Area Served: Two square miles, spanning El Dorado, Alpine and Amador Counties.

Population Served: Not provided.

Major Infrastructure: One Playground.

Fiscal Information

Budget: Approximately \$117,000 per year.

Sources of Funding: Property taxes and user fees.

Assessments: Property taxes and user fees.

Rate Structure: \$8.75 per parcel per month for waste disposal service.

2.18 KIRKWOOD MEADOWS PUBLIC UTILITY DISTRICT

I. SETTING

Kirkwood Meadows Public Utility District (District) is located within an isolated part of the Sierra Nevada Mountains, spanning Alpine County, Amador County and El Dorado County. The majority of the District's area is in Alpine County, and therefore; Alpine LAFCo is the principal LAFCo for the District. Alpine LAFCo has been designated as the lead agency for the District and the District utilizes Alpine LAFCo in all matters related to LAFCo's jurisdiction.

Because the District does provide services within El Dorado County, this MSR provides a summary of District information, but does not include a complete review of the District. There are no Sphere of Influence recommendations, or Municipal Service Review and information is presented in a simplified format. The District is currently undergoing a complete MSR with Alpine LAFCo.

Area Served by Kirkwood Meadows PUD

The District is located in the Sierra Nevada Mountains, surrounded by national forest. The District covers approximately 2 square miles, in an area that is one mile by two miles. The District's small area spans the counties of Alpine, Amador and El Dorado.

The District's boundaries include all of the private property within the community of Kirkwood. This includes a small area within El Dorado County. There is little existing or planned development in this area.

Figure 2-18.1 shows the portion of the District's boundaries that are within El Dorado County.

Services Provided by Kirkwood Meadows PUD

The Kirkwood Meadows Public Utilities District provides water, wastewater, fire protection and emergency services, solid waste, parks and recreation, snow removal and mosquito abatement. Streets and highways services are considered the District's latent powers. The District provided information for the following services:

Mosquito and Vector Abatement

The District has been providing mosquito abatement to the community and is authorized by an amendment to the Public utilities code (section 16486) in 1994. This is a small operation which only occurs between May and July each year with District expenses of less than \$15,000 per year. This service is solely funded through property taxes received by the District.

Parks and Recreation

The District currently oversees and maintains one playground within the Kirkwood Community. This service has been provided since 1993. The cost to maintain and purchase new equipment is less than \$12,000 per year. This service is funded through property taxes received by the District.

Solid Waste

The District has been providing solid waste service to the Kirkwood Community since 1995. This service costs approximately \$90,000 per year. Funding is derived from a user fee of \$8.75 per month collected from properties receiving this service. This service is currently contracted out to ACES Waste Service in Jackson. ACES Waste Service is a certified waste hauler.

II. BIBLIOGRAPHY

Henie, Tom; General Manager Kirkwood Meadows Public Utility District. Correspondence RE: General Government Services 1MSR/KMPUD. May 23,2007.

T:\GIS\EL_DORADO_COUNTY\WXDS\LAFCO\GENERAL GOVERNMENT SERVICES MSR KIRKWOOD MEADOWS PUD.WXD - 11/17/2007 @ 11:39:06 AM

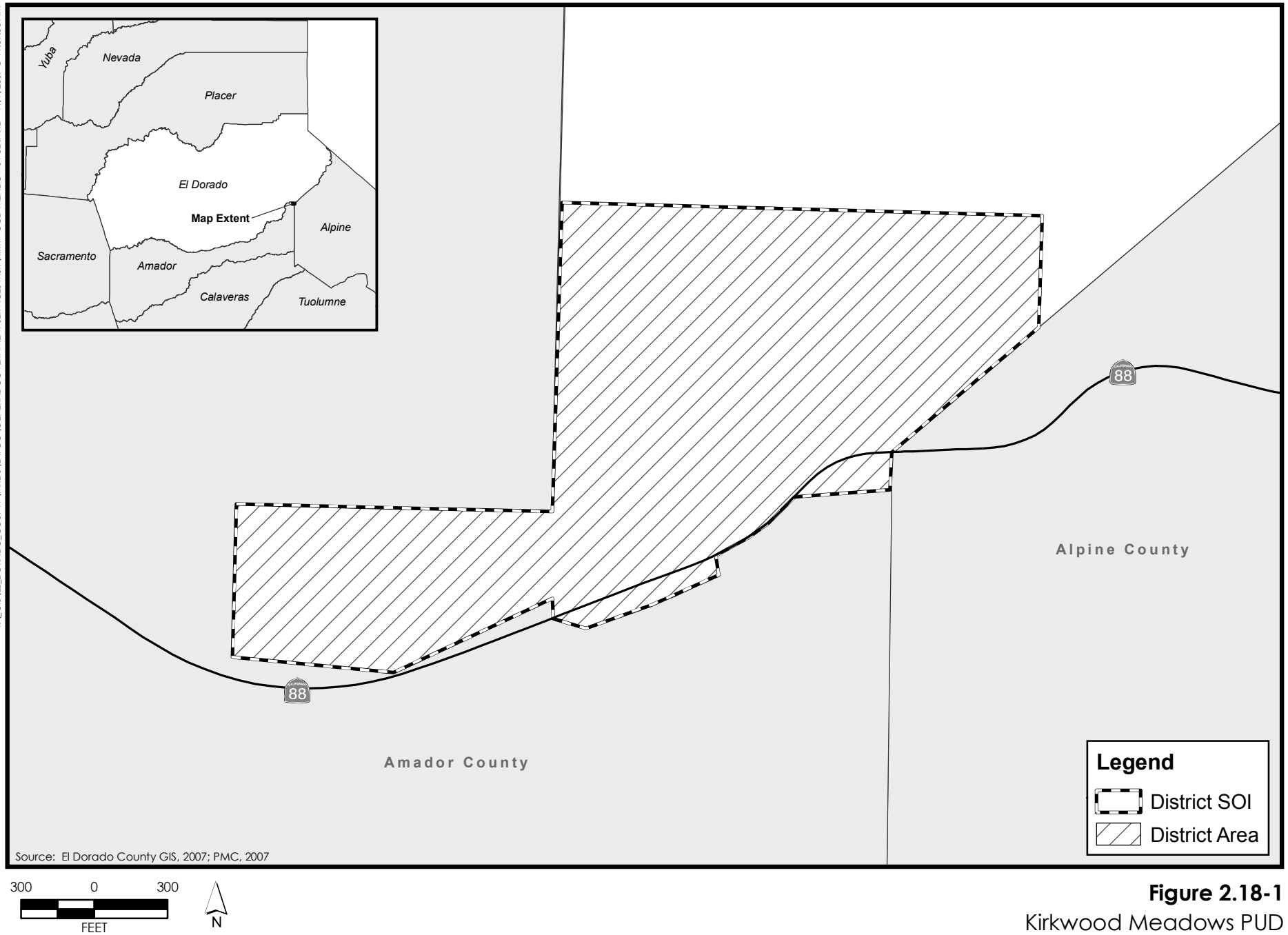


Figure 2.18-1
Kirkwood Meadows PUD
PMC

2.19 LAKEVIEW COMMUNITY SERVICE DISTRICT

LAKEVIEW COMMUNITY SERVICES DISTRICT

Contact Information

Address: 3781 Lakeview Drive
Shingle Springs, CA 95682

Phone: (530) 677-9604

Website: <http://www.lakeviewcsd.com>

Management Information

Manager: None

Governing Body: Board of Directors

Board Members: Mike Mutzig Elected 2005 - 2009
Jason Haris Elected 2005 - 2009
John Larsen Elected 2003 – 2007
Jeff Spieth Elected 2006 – 2007
Scott Barry Elected 2006 – 2007

Board Meetings: Annually, and as needed

Staffing: None, contracts for services

Service Information

Empowered Services: Roadway maintenance

Latent Powers: Drainage, law enforcement, lighting, landscaping, parks and recreation

Services Provided: Roadway maintenance

Area Served: 69 parcels, approximately 189 acres

Population Served: 126 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$14,618

Sources of Funding: Property assessment and property taxes

Assessments: \$120 per parcel

Rate Structure: None

2.19 LAKEVIEW COMMUNITY SERVICES DISTRICT

Lakeview Community Services District (District) board members indicated that the District provides only road service to approximately 70 parcels along Lakeview Drive. Analysis of roadways services will be contained in the El Dorado LAFCo Streets and Highway Services Municipal Services Review.

The District is empowered to provide drainage, law enforcement, lighting and landscaping and parks and recreation services, however; the District does not provide any of these services. Lakeview Community Services District does not have the capacity, capability, staff or infrastructure to provide these services. The District does not charge customers for these services. Additionally, the District does not plan to provide these services in the near future.

It is the intent of El Dorado LAFCO to designate drainage, law enforcement, lighting and landscaping and parks and recreation powers as latent powers for Lakeview Community Services District. The District will continue to have roads maintenance service as an active power. Latent powers will require a request to LAFCO to be reactivated.

I. BIBLIOGRAPHY

Henriquez, Jose; Executive Officer, El Dorado LAFCO. Memo, SUBJECT: Services Provided by Lakeview Community Services District. October 29, 2007.

Mutzig, Mike and Larsen, John; Lakeview Community Services District board members. Interview RE: Municipal Services Review. October 29, 2007.

This page intentionally left blank.

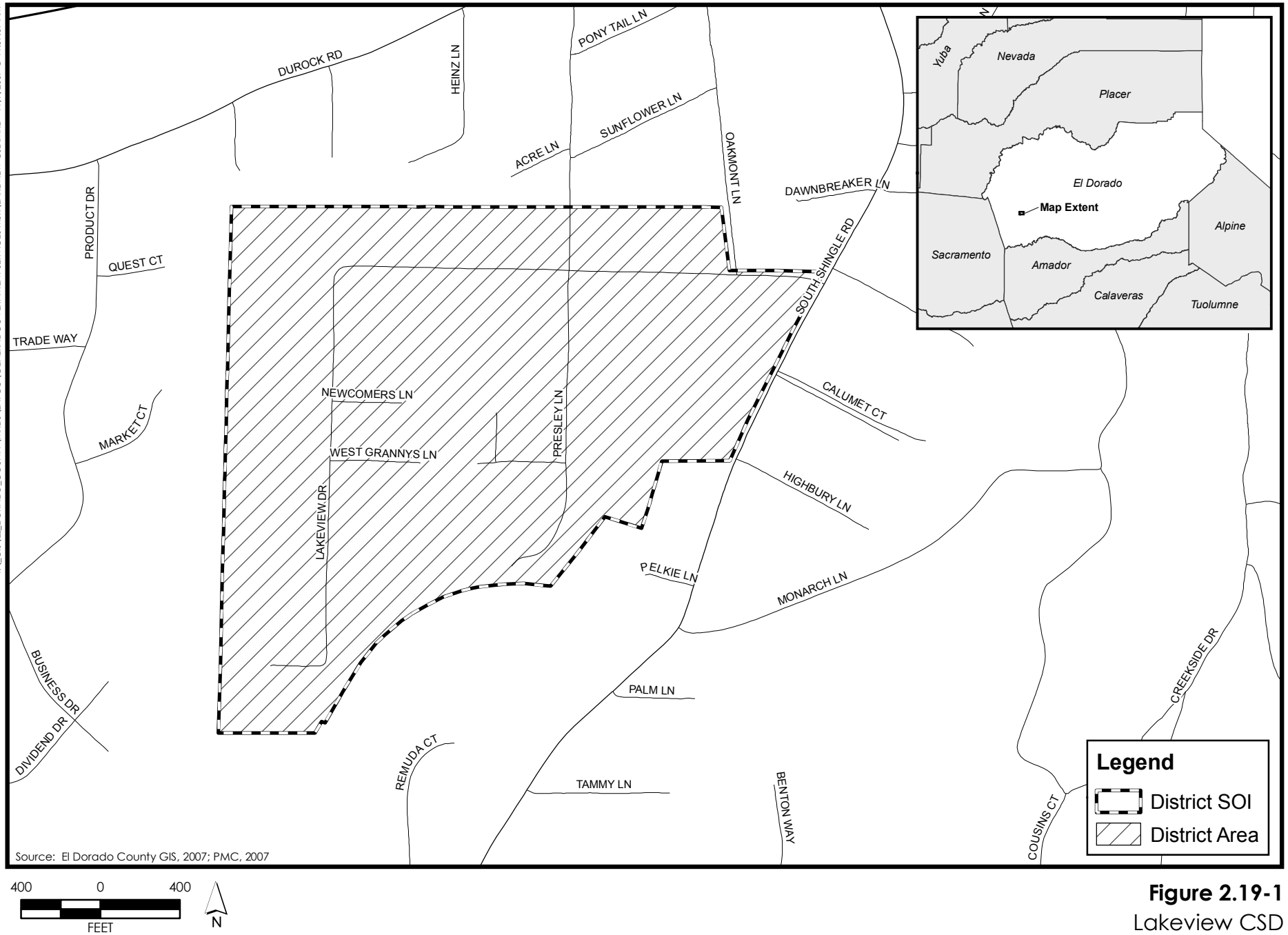


Figure 2.19-1
Lakeview CSD
PMC

2.20 SHOWCASE RANCHES COMMUNITY SERVICE DISTRICT

SHOWCASE RANCHES COMMUNITY SERVICES DISTRICT

Contact Information

Address: P. O. Box 468
Mount Aukum, CA 95656

Phone: (530) 620-3371

Website: None

Management Information

Manager: John Dymek

Governing Body: Board of Directors

Board Members: Ken Pence Term ends: 2007
Ken Buchert Term ends: 2007
Loretta Huddleson Term ends: 2007
Lee Hodge Term ends: 2011
Cynthia Lewis Term ends: 2009

Board Meetings: Four times a year, once at the beginning of each quarter

Staffing: None, contracts for services

Service Information

Empowered Services: Roadway and lakes maintenance

Services Provided: Roadway and lakes maintenance

Latent Powers: None.

Area Served: Approximately 100 acres

Population Served: 185 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$29,218

Sources of Funding: Property assessment and property taxes

Assessments: \$125 per parcel

Rate Structure: None

2.20 SHOWCASE RANCHES COMMUNITY SERVICES DISTRICT

I. SETTING

Showcase Ranches Community Services District (District) was formed in 1983 to maintain lake easements and roadways to provide access to residential parcels within the District's boundaries. The provision of roadway maintenance and related services are within the District's powers, as authorized in its enabling legislation, codified in Government Code 61101-61120, for Community Services Districts. Roadway services provided by the District are discussed in the El Dorado LAFCo Streets and Highway Service Municipal Services Review, which is available El Dorado LAFCo's website.

Area Served

The District is located west of Omo Ranch Road, approximately one-quarter mile east of Mt. Aukum Road in the south-central portion of El Dorado County, known as Mt. Aukum. **Figure 2.20-1** shows the District's current boundaries and Sphere of Influence. Services provided do not extend beyond designated service boundaries

Services Provided

The District is empowered to provide roadway services and recreational services consisting of management of a single lake within the District for use by District residents. The District does not provide services outside of their enabling legislation. The District is not contracted to provide service to other service providers.

II. GROWTH AND POPULATION

The District currently provides roadway services only to 145 residential parcels within the District's boundaries, which have not changed since the District's inception. All but 20 of the parcels within the District have been developed according to the zoning for the area; therefore, no significant future growth, population increases, or changes in land uses are anticipated. The District expects to continue to be able to provide services to its residents in the future and does not have any plans for future expansion.

III. INFRASTRUCTURE

This section addresses the adequacy of infrastructure and infrastructure maintenance programs within the District. The adequacy of the District's recreational infrastructure is generally based on the District's self assessment, as determined by adherence to local preferences and expectations.

There are several small lakes and ponds within the District. These ponds and lakes have easements leading to them from public roadways, and surrounding them. These ponds, lakes and their easements may be considered recreational facilities, however; these are not maintained as recreational facilities. The District indicated it does not have adequate funding to maintain its roadway facilities, and does not have additional funding to make these lakes and ponds adequate for recreation. At this time, the District performs minimal maintenance, consisting of the clearing of brush and debris, approximately every five to ten years.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the District, including financial statements, audits, and other budgetary documents, to assess the long-term financial viability of the District. Annual financial statements from fiscal years (FY) ending June 30, 2000, 1999, and 1998 as well as the FY 2005-06 budget were reviewed to determine the fiscal status of the District.

Community Services Districts in El Dorado County typically rely upon property taxes, property assessments, and volunteers to provide roadway maintenance services. The District is financed through property assessments and ad-valorem property taxes. Properties are currently assessed \$125 annually per parcel, which has not been increased since 1984. The ad-valorem property taxes are calculated by the County and transferred to the District. On occasion, the District has also received funds from the Federal Emergency Management Agency (FEMA) when the area has been declared a disaster area after large storms. No rates are charged and no user fees are collected.

The FY 2005-06 actual budget states that revenues came from property taxes (\$8,195), direct assessments (\$17,138) and other miscellaneous income, totaling \$ 26,829. The carryover fund balance from the previous fiscal year is \$6,083, with total financing for the District of \$32,911. Major expenses include roadway maintenance (\$2,038), dam maintenance (\$614), AB rock (\$439), and other miscellaneous expenses, with total expenditures of \$6,704. The FY 2005-06 budget totals \$32,911, resulting in revenues greater than expenditures. Total revenues exceeding expenditures were appropriated for reserves and carried over to the next fiscal year.

The District's financial audits provide statements of assets and liabilities and statements of the District's revenues and expenditures from FY 2000-01 to FY 2004-05. The statements of revenues and expenditures indicate the District's ability to meet its annual expenditures with the funds available. **Table 2.20-1** provides a summary of Showcase Ranches Community Services District's revenues and expenditures and changes in net assets from FY 2002-03 to FY 2004-05.

TABLE 2.20-1:
SHOWCASE RANCHES COMMUNITY SERVICES DISTRICT: REVENUES AND EXPENDITURES
FY 1997-98 TO FY 1999-00

	2002-03	2003-04	2004-05
Total Expenditures ¹	\$15,798	\$26,846	\$7,665
Revenues (Property Taxes)	\$25,762	\$26,807	\$26,197
Revenues (Other) ²	\$245	\$374	\$632
Total Revenues	\$26,007	\$27,181	\$26,829
Net Revenue (Deficit)	\$10,209	\$335	\$19,164

¹ Total Expenditures are included as one category, covering current operating expenditures for services and supplies and salaries and employee benefits as well as interest on long-term debt.

² Revenues (Other) is the total revenue from interest and intergovernmental revenues. They are included as a sum instead of separate categories because neither is a significant revenue source for most of the years covered.

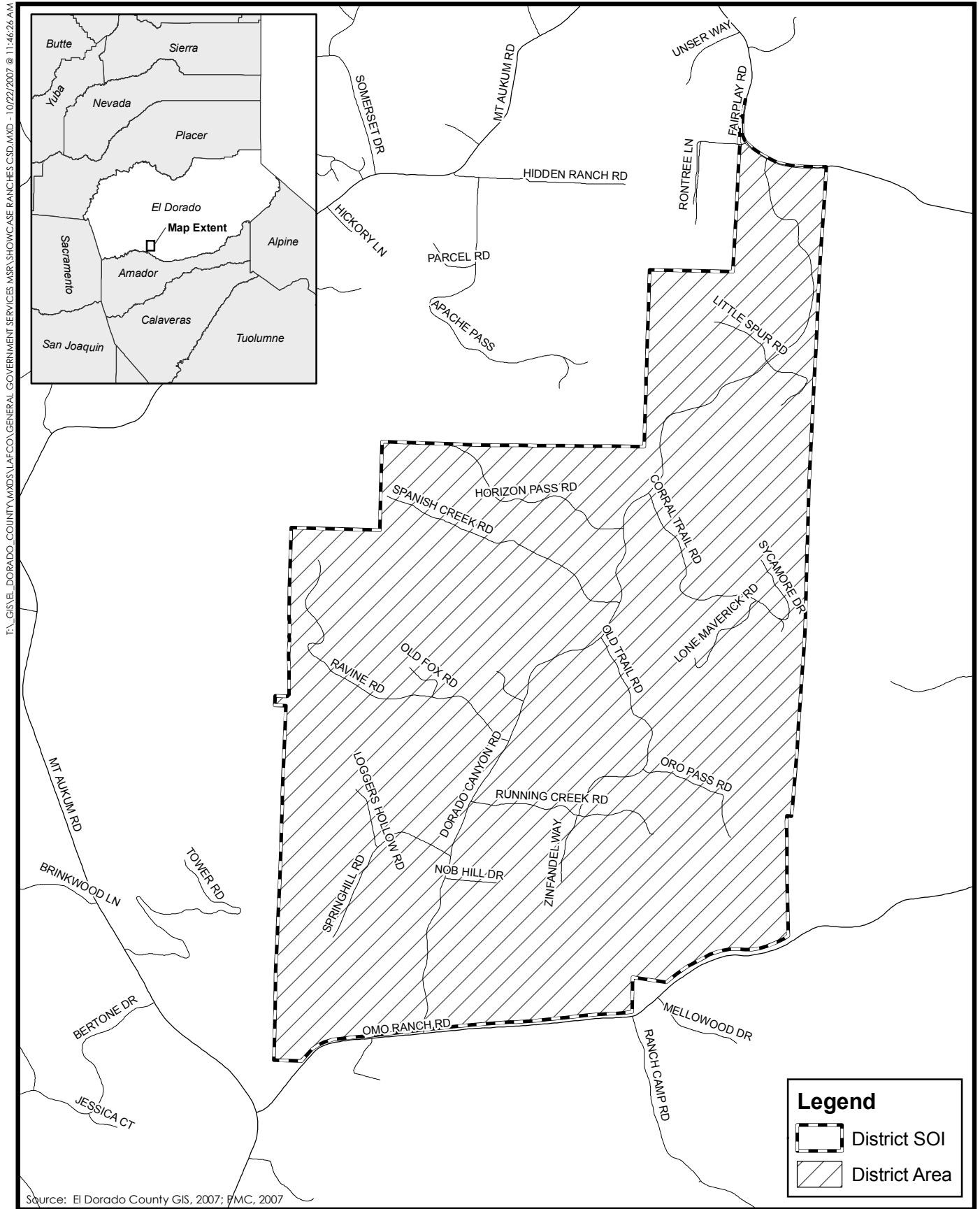


Figure 2.20-1
Showcase Ranches CSD

The information provided in **Table 2.20-1** shows general trends in the District's expenditures and revenues, however; there may be other factors which affect the District's financial stability. The District's audit includes supplemental information which gives more detailed accounting of revenues and expenditures. This information was reviewed to further assess the District's financial stability.

The District's supplementary information shows that the deviation in annual expenditures in FY 2003-04 was due to greater amounts spent on road maintenance. The District accumulates funds to be expended on major roadway repairs. According to this audit, the District seems able to recover from these periodic large roadway maintenance expenditures.

The District has indicated that they are struggling to maintain the roads in a usable condition, due to the limited funding available for the District. Because the District is unable to adequately maintain roadways, with existing financing, the District has not been maintaining the lakes and ponds, or easements, as recreational facilities. Additional financing is necessary for the district to maintain these facilities for recreational uses. The District has indicated that they may ask voters for an increase in property assessments to fund adequate roadway services.

The County handles the District's fiscal administration. All of the District's funds are deposited into the County Treasury. The County Auditor's office manages the District's receivables and payables. The District submits payment requests or reimbursements to the County, which sends payments to contractors. The District does not have any outstanding debt.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District utilizes a competitive bid process for the maintenance and upgrades of the existing roadways. Requests for proposals are sent out to bid, depending on the need and the availability of funds. The competitive bid process has been effective in controlling costs, as it allows the District to select the lowest cost, qualified contractor to provide services.

The District is currently avoiding costs of maintaining the lakes and ponds as recreational facilities. The lakes and ponds and their respective easements within the District are being minimally maintained; consisting of brush and debris clearing. No other cost avoidance opportunities were identified.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the District, and the potential for the District to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations. The District does not share any facilities with other service providers. No significant opportunities for shared facilities have been identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the District. California Government Code Section 61101-61120 enables the formation of Community Services Districts to provide roadway services. The Showcase Ranches Community Services District is an independent special district which has a separate board of directors not governed by other legislative bodies (either a city council or a county board of supervisors).

The District, in its current legal form, is able to function under its governmental structure. The existing structure of the District as a community services district is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations on the District to future service provision.

Transitioning the CSD to another government entity, such as another district or other form of local government, would be unlikely to result in significant efficiencies. It is unlikely that other governmental structures would result in a significant improvement in service. The current governmental structure is appropriate to provide adequate services.

Should financial or operational limitations lead to the District ceasing operations or pursuing options for alternative government structures, a homeowners' association may be the next best option to maintain the roadways. While a homeowners' association is considered a non-profit corporation, the association may be able to continue to provide roadway maintenance services. A homeowners' association would allow residents to retain local control and could allow greater flexibility in increasing special assessments to provide additional funding. This may involve the dissolution of the District and transferring roadway maintenance and recreational responsibilities to the new homeowner's association, or a contractual relationship in which the District and HOA continue to exist independently. Another alternative government structure which may offer similar levels of service is to revert to County maintenance of the District's ponds, lakes and easements. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

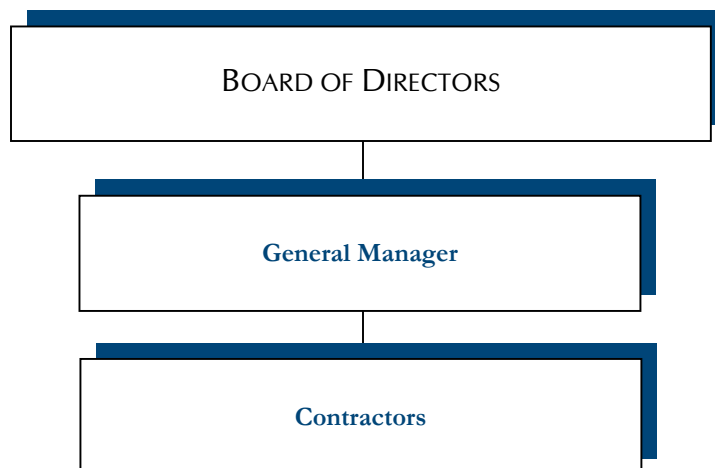
The District has not expressed interest in changing the current District boundaries. Services provided are minimal within the District's existing boundaries and services do not extend beyond designated boundaries. The District's service boundaries are appropriate for the current services provided and demanded.

A representative for the District, Loretta Huddleson, indicated that the District is empowered to provide recreational services for lack of a better classification regarding the lakes, ponds and their respective easements. Ms. Huddleson expressed interest in creating a different classification for the maintenance of the lakes, ponds and easements.

The board of directors has appointed a general manager who is directly responsible to the board and implements the policies established by the board. The District does not have any additional staff and contracts for maintenance services, when necessary.

Figure 2.20-2 shows the District's current organization structure.

**FIGURE 2.20-2
SHOWCASE RANCHES CSD ORGANIZATIONAL CHART**



VIII. LOCAL ACCOUNTABILITY

The District's governing Board of Directors is composed of five officials, elected to four-year terms. The board elections are held every two years. Terms for board members are staggered, with a maximum of two or three terms expiring at the same time. Board members are comprised of registered voters within the District and are unpaid.

The board creates policy by adopting resolutions or ordinances through duly noticed public hearings. District board meetings are held four times a year, once at the beginning of each quarter. Additional meetings are held as necessary. Meeting announcements are posted at the entrances to the District, at both ends of Dorado Canyon Road, and posted at the Mt. Aukum Post Office prior to the board meeting. Board meetings and notices appear to be consistent with Brown Act requirements, which govern open meetings for local government bodies. There appears to be ample opportunities for public involvement and input at meetings.

The District does not currently maintain a website but plans to establish one in the future.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the District are primarily rural residential land uses. The District is almost built out, consistent with the general plan designations; however, approximately 20 out of 145 parcels remain undeveloped. Future land uses are anticipated to remain the same as current.

- 2) The present and probable need for public facilities and services in the area.

Present needs for recreation facilities and services are currently being met by outside agencies. District residents must travel to other sites for recreation. Probable needs for public facilities and services are not currently anticipated to vary from present needs.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District does not currently provide usable recreational facilities. This power may be better classified as something else, or de-activated to a latent power.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

There are no social or economic communities of interest in the area. Nearby communities include Coyoteville, Melson's Corner, and Outingdale.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Demands for service are not increasing. No significant growth or population increases are anticipated by Showcase Ranches Community Services District. Current and future land uses are anticipated to remain primarily residential.

Infrastructure

Showcase Ranches Community Services District contains several lakes and ponds, as well as easements, within its boundaries. Maintenance of these amenities is considered recreational service, however these lakes, ponds and easements are not maintained at a level that is sufficient for use as recreational facilities. Due to a lack of funding, the District is unable to maintain these facilities as recreational facilities. Maintenance, at this time, consists of brush and debris clearing every five to ten years. Showcase Ranches CSD does not have plans for expansion of recreation infrastructure or construction of facilities.

Financing Constraints and Opportunities

The Showcase Ranches CSD is financed by assessments and ad-valorem taxes. Assessments are barely adequate for the Showcase Ranches CSD to provide service, as property assessments were last updated in 1984. The District does not have outstanding debts. Additional financing opportunities are needed for the District to continue to provide adequate roadway services. Additional financing is also necessary if the District is to begin maintenance of potential recreational facilities at an adequate level.

Rate Restructuring

The Showcase Ranches CSD does not charge any rates for services; appropriate for the type services provided. The District is financed by property assessments and property taxes.

Cost Avoidance Opportunities

The Showcase Ranches CSD is currently utilizing cost avoidance opportunities available, including a competitive bid process to reduce costs. The District is avoiding costs by minimizing maintenance to recreational infrastructure. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

The Showcase Ranches CSD does not own any facilities and does not share facilities with another provider. No significant opportunities for shared facilities have been identified.

Government Structure Options

The Showcase Ranches CSD is the only agency providing roadway maintenance services within its jurisdictional boundary. The overall management structure of the District is sufficient to perform necessary services and maintain operation. The Showcase Ranches CSD's service boundaries are appropriate for the current services provided. If an alternative governmental structure option becomes necessary, transferring roadway maintenance service responsibilities to either a homeowners' association or the County may be the next best option. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

Showcase Ranches Community Services District does not currently maintain its recreational facilities and indicated that classification of the lakes, ponds and easements within the District as recreational facilities may be incorrect. De-activation of the district's parks and recreation powers may be desired.

Evaluation of Management Efficiencies

The Showcase Ranches CSD does not currently employ any staff and contracts for services when needed. The District has an appoint General Manager. The District is able to operate under the existing structure.

Local Accountability

The District's board is elected by voters within the District. Board meetings appear to be held and noticed consistent with the Brown Act. No significant issues regarding local accountability were noted.

XI. BIBLIOGRAPHY

County of El Dorado, Independent Special Districts Fiscal Budgets for the Fiscal Year 2006-2007

County of El Dorado, Showcase Ranches Community Services District Audit Report on the Financial Statements for Fiscal Years from FY 1995-96 to FY 1999-00.

Correspondence and personal communication with Kenneth Bush, Former Board Chairman, Showcase Ranches Community Services District.

Phone interview RE: Showcase Ranches CSD Municipal Service Review with Loretta Huddleson. November 20, 2007.

2.21 SPRINGFIELD MEADOWS COMMUNITY SERVICE DISTRICT

SPRINGFIELD MEADOWS COMMUNITY SERVICES DISTRICT

Contact Information

Address: P. O. Box 5266
El Dorado Hills, CA 95762

Website: <http://www.smcsd.org>

Management Information

Manager: Hal Nelson

Governing Body: Board of Directors

Board Members: Bob Hollis Elected 2004 - 2008
Jeff Jones Elected 2006 - 2010
Tim Halverson Elected 2006 - 2010
Cruz Arellanes Elected 2006 - 2008
Bobbie Jones Elected 2006 - 2008

Board Meetings: Third Thursdays of the month at 7pm in the Rolling Hills Church, located at 800 White Rock Road, in El Dorado Hills

Staffing: 2 (general manager and secretary), also contracts for services

Service Information

Empowered Services: Roadway maintenance, lighting and landscaping services, weed abatement/drainage and parks and recreation service.

Services Provided: Roadway maintenance, lighting and landscaping services, weed abatement/drainage and parks and recreation service.

Latent Powers: None

Area Served: Approximately 250 acres

Population Served: 508 registered voters

Major Infrastructure: Roadways

Fiscal Information

Budget: \$231,884

Sources of Funding: Property assessment and property taxes

Assessments: \$200 per parcel

Rate Structure: None

2.21 SPRINGFIELD MEADOWS COMMUNITY SERVICES DISTRICT

I. SETTING

The Springfield Meadows Community Services District (District) was originally formed in 1978 by LAFCO Resolution 78-55, to provide recreation and other services in the Springfield Meadows subdivision. The provision of recreation service and related services are within the District's powers, as authorized in its enabling legislation, codified in Government Code 61101-61120, for Community Services Districts.

Area Served

The District is located on the south side of US Highway 50 and on the north side of White Rock Road, adjacent to the Sacramento County line in the El Dorado Hills area. The District's area includes the following subdivisions: Springfield Meadows, Shadow Hills Estates, and Stonebriar and encompasses approximately 250 acres. **Figure 2.21-1** shows the District's current boundaries and Sphere of Influence.

Services Provided

Springfield Meadows Community Services District is empowered to provide roadway maintenance, lighting and landscaping services, weed abatement/drainage and parks and recreation service. The District provides all of these services, and does not have any latent powers.

According to the West County Parks and Recreation MSR, the District contracts out landscaping services. Street lighting services are provided through a contract with PG&E. For this service, a flat fee is paid per light pole, rather than metered electricity use within the District's service area.

The District does not provide services outside of their enabling legislation and service provided does not extend beyond designated service boundaries. The District is not contracted to provide service to other service providers. The District's roadway services are addressed in the El Dorado Streets and Highways Services Municipal Service Review, available from El Dorado LAFCO.

II. GROWTH AND POPULATION

The District currently is providing services to approximately 630 residential lots covering approximately 250 acres, within the District's boundaries. In the past decade, the District experienced significant growth and population increases due to the construction of two new subdivisions, the Shadow Hills Estates and the Stonebriar subdivision. Major construction has been completed. The District does not anticipate any significant future growth, population increases, or changes in land uses, as most of the parcels have been developed according to the zoning for the area.

District staff has indicated that there is a vacant site zoned for high-density residential, but no proposals for development have been discussed with the District. Growth may occur outside of district boundaries, however; no significant growth or population increases are expected which would affect the District's ability to provide of services. The District does not have any immediate plans for future expansion, although development of the high-density residential site may necessitate the expansion of current facilities.

III. INFRASTRUCTURE

This section addresses the adequacy of infrastructure and facilities within the District. The adequacy of the District's facilities is generally based on the District's self assessment, as determined by adherence to local preferences and expectations for quality, repair and availability of District facilities. The District did not identify any population-based, or other form of standard for services.

The District's current infrastructure includes 23 acres of parks and open space. This includes Berkshire Park, a three-acre grassy area, which may be used for some recreation, though it is not developed, and the ten-acre Stonebriar Park. Stonebriar Park is developed and facilities include a children's playground, baseball/soccer field and picnic area. The District does not provide any recreation programs. The District solely maintains the facilities, and is attempting to upgrade facilities. Residents from the District may travel outside of the District to meet some of their recreation needs.

According to the West County Parks, Open Space and Recreation Municipal Service Review, some of the District's park facilities were donated and constructed as part of development impact dedications. Under the agreement, the builder maintained the parks and open space areas for one year, and then transferred title and responsibility them to the District.

The District is exploring the possibility of financing additional development through grant funding. The District does not currently have a master plan, facility plan or capital improvement program for parks and recreation. The District expressed the desire to develop the remaining 13 acres of the open space and parklands. Additionally, the District indicated that the ball fields do not meet the standards for league play and the District is investigating these upgrades. Funding for these projects may come from grants.

The District maintains two flood control ponds; Haddington and Manchester, and a series of culverts and drainage ditches leading to each pond. The District did not indicate whether or not these facilities are adequate for flood control and drainage, however, due to the recent construction of the subdivisions which are served by these facilities, and the likelihood that these facilities were built at the same time as the subdivisions and required to meet County standards, it is probable that these facilities are sufficient. Further, the District did not indicate the need to upgrade flood control or drainage facilities.

IV. FINANCING AND RATE RESTRUCTURING

This section analyzes the financial operations of the District, including financial statements, audits, and other budgetary documents, to assess the long-term financial viability of the District. Annual financial statements from fiscal year (FY) 2006-07 were reviewed to determine the fiscal status of the District.

Community Services Districts in El Dorado County typically rely upon property taxes and assessments to finance District operations. Springfield Meadows Community Services District is financed primarily through property taxes and property assessments. No rates are charged and no user fees are collected. Properties are currently assessed \$200 annually per parcel. The current assessment rate of \$200 per parcel was approved in 1987. Previous attempts to raise assessments in 2006 were rejected by voters. The District intends to put another measure for raising assessments on the ballot again in 2007.

In 2003, an engineering report recommended that the District raise the District's assessments to \$350 with an annual escalation clause for the District to have sufficient funding to maintain adequate services. According to this report, previously adequate funding may no longer be adequate for the District.

The FY 2006-07 budget estimates revenues from property taxes (\$70,484), direct assessments (\$70,400) and other miscellaneous income, totaling \$153,884. The budget includes utilizing \$78,000 from reserves, with total financing for the District of \$231,884. Major expenses budgeted include building and improvements maintenance (\$75,500), park maintenance (\$30,000), grounds maintenance (\$27,700), professional and specialized services (\$27,620), utilities (\$18,389), legal services (\$9,000), office expenses (\$6,760), and other miscellaneous expenses, with total expenditures of \$209,175. The remaining \$22,709 would be transferred back to reserves. The FY 2007 budget is expected to result in fiscal year expenditures greater than revenues.

The District provided the budget totals for the Fiscal Year 2007-08. The total budget for 2007-08 is projected to be \$191,913, with financing including property tax revenue (\$73,787) and special tax revenue (\$70,400). The District indicated they are still considering the merits of holding a special election to increase annual assessments.

In addition to budget information, the District provided a financial audit from FY 1993-94 to FY 2002-03. The District's audit provides a statement of assets and liabilities and a statement of the District's revenues, expenditures and change in net assets from FY 1993-94 to FY 2002-03. The statement of revenues, expenditures and change in net assets is an indicator of the District's ability to meet its annual expenditures with the funds available. A continual decline in net assets may mean the District will encounter future financial problems. **Table 2.21-1** provides a summary of the District's four most recent years of revenues and expenditures and change in net assets from FY 1999-00 to FY 2002-03.

TABLE 2.21-1
SPRINGFIELD MEADOWS COMMUNITY SERVICES DISTRICT: REVENUES, EXPENDITURES AND NET ASSETS FY
2000-01 TO FY 2002-03

	1999-00	2000-01	2001-02	2002-03
Total Expenditures ¹	\$10,576	\$63,322	\$62,806	\$197,989
Revenues (Property Taxes)	\$27,917	\$28,605	\$35,774	\$73,082
Revenues (Other) ²	\$15,523	\$28,227	\$12,583	\$5,600
Total Revenues	\$43,440	\$56,832	\$48,357	\$78,682
Net Revenue (Deficit)	\$32,864	(\$6,490)	(\$14,449)	(\$119,307)
Net Assets (end of period)	\$305,639	\$299,149	\$284,700	\$165,393

¹ Total Expenditures are included as one category, covering current operating expenditures for services and supplies and salaries and employee benefits as well as capital outlay for fixed assets such as the purchase of equipment.

² Revenues (Other) is the total revenue from interest and intergovernmental revenues. They are included as a sum instead of separate categories because neither is a significant revenue source for most of the years covered.

The information provided in **Table 2.21-1** shows general trends in the District's expenditures and revenues; however, there may be other factors which affect the District's financial stability. The District's audit includes supplementary information which gives a more detailed accounting of revenues and expenditures. This information was reviewed to further assess the District's financial stability.

Table 2.21-1 shows the District's annual expenditures increasing. District expenditures fluctuate over this time period. The District's supplementary information shows that variations in annual expenditures in FY 1999-00 and FY 2002-03 were due to greater amounts spent on road maintenance. Annual expenditures appear to be generally increasing over time, due to increased roadway maintenance expenditures.

Table 2.21-1 shows that the District's annual revenues appear to be relatively stable over time. There are fluctuations from year to year which cannot be accounted for in budgetary projections. There are no additional factors that are expected to affect the District's revenues.

The District's net assets include cash and cash equivalents, and fixed assets such as equipment. As shown in **Table 2.21-1**, the District's net assets change from year to year, due primarily to higher expenses for roadway maintenance. The District attempts to accumulate funds annually, and then expend a significant portion of the accumulated funds for major roadway maintenance every few years. The District is able to recover from these periodic large roadway maintenance expenditures due to the large fund balance. However, if current fiscal trends continue, the District may become financially unstable as annual expenditures exceed revenues. Further, the District may not be able to increase parks and recreation financing to fund desired improvements, if all funds are required to maintain the District's roadways.

The County handles the District's fiscal administration. All the District's funds are deposited into the County Treasury. The County Auditor's office manages the District's receivables and payables. The District submits payment requests or reimbursements to the County, which sends payments to contractors. Currently, the District does not have any outstanding debt.

The District will receive additional funding through additional property taxes and assessments, due to the new developments. However, the District is also responsible for maintaining any new facilities associated with these developments, including roadways and parks, potentially negating any additional revenues.

Review of the District's budgets, audits, and financial information indicates that the District does not appear to be financially stable, as the District's expenditure generally exceed revenues. The District will require additional funding to be able to sustain the current level of services provided, or reduce the level of service provided. The District is currently pursuing several avenues to increase financing.

V. COST AVOIDANCE OPPORTUNITIES

This section considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

Cost avoidance is employed in the construction of new roadways, which is completed by developers, and in the use of volunteers for some roadway maintenance.

The District utilizes a competitive bid process. Requests for proposals are circulated, depending on the need and the availability of funds, approximately every few years. The competitive bid process has been effective in controlling costs.

The District is a member of the California Special Districts Association, which provides insurance services through the Special District Risk Management Authority, a joint powers agreement among 200 special districts and other agencies. This form of pooled insurance allows the District to reduce insurance costs for the District.

The District has recently started a committee to look for grant funding that the District may be eligible. If the District is successful in receiving grant funding, this will help further in avoiding costs.

Potential cost avoidance opportunities available were analyzed. No additional cost avoidance opportunities have been identified that would result in a significant reduction in costs associated with service provision.

VI. OPPORTUNITIES FOR SHARED FACILITIES

This section addresses the sharing of facilities by the District, and the potential for the District to utilize additional facilities sharing options in order to reduce costs or increase efficiency within its operations.

The District's parks and recreation facilities may be utilized by residents from outside of the District's boundaries. The West County Parks and Recreation MSR indicated that there may be some community concern about the impact this could have on District parks. The District is adjacent to El Dorado Hills Community Services District. There may be opportunities for sharing facilities with this District, although none were identified.

No additional opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

This section considers the appropriateness and adequacy of the legal structure of the service provider, as well as the adequacy of the existing physical boundaries and SOI of the District. California Government Code Section 61101-61120 enables the formation of Community Services Districts to provide services. Springfield Meadows CSD is an independent special district which has a separate board of directors not governed by other legislative bodies (either a city council or a county board of supervisors).

The District, in its current legal form, is able to function under its governmental structure, although financial limitations listed above will require attention in order to ensure continued service. The existing structure of the District as a community services district is sufficient to allow it to continue service provision in the foreseeable future and there are no legal or administrative limitations on the District's ability to provide services in the future, however; the District is limited by the lack of financing opportunities.

Transitioning the CSD to another government entity, such as another district or other form of local government, may result in increased efficiencies and provide more funding to the District. Should financial or operational limitations lead to the District ceasing operations or pursuing options for alternative government structures, reverting roadway service responsibilities to the County of El Dorado Department of Transportation may be appropriate.

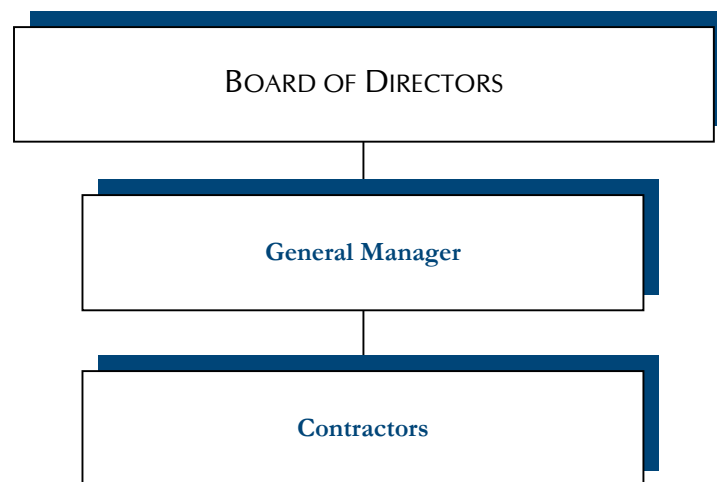
For other services, the most appropriate service provider to consolidate with the District would be El Dorado Hills Community Services District (El Dorado Hills CSD). El Dorado Hills CSD is contiguous with Springfield Meadows CSD and provides the services currently

provided by Springfield Meadows CSD. El Dorado Hills is significantly larger than Springfield Meadows, and has been investigating the possibility of incorporating into a city. Further, residents within Springfield Meadows CSD likely utilize the facilities of El Dorado Hills CSD to meet their recreation needs when they are not met by Springfield Meadows CSD. This may involve the dissolution of Springfield Meadows Community Services District and transferring facilities and responsibilities to El Dorado Hills Community Services District. A full analysis of the financial and operational impacts of any such transition should be made prior to formal action to change the government structure of the District.

The West County Parks and Recreation MSR identifies the *El Dorado Hills Study*, which was conducted by LAFco, to determine the relationships between El Dorado Hills Community Services District and surrounding agencies. This study recommended the inclusion of the Springfield Meadows area into the El Dorado Hills Community Services District sphere of influence.

The District employs a General Manager and a Clerk/Secretary. The District occasionally utilizes volunteers. The District contracts for services when necessary. **Figure 2.21-2** shows the District's current organization structure.

FIGURE 2.21-2
SPRINGFIELD MEADOWS CSD ORGANIZATIONAL CHART



VIII. LOCAL ACCOUNTABILITY

The District's governing Board of Directors is composed of five officials, elected by voters to four-year terms. The board elections are held every two years. Terms for board members are staggered, with two or three terms maximum expiring at the same time. Board members are registered voters from within the District. Board positions are unpaid. The District has stated that there is a low level of interest among residents to serve on the board. This may affect the District's ability to operate if the board is unable to meet a quorum.

The board creates policy by adopting resolutions or ordinances through duly noticed public hearings. District board meetings are held on the third Thursdays of the month at 7 p.m. in the Rolling Hills Church, located at 800 White Rock Road, in El Dorado Hills. Meeting announcements are posted on the District bulletin board at Montrose Drive at

the park in Stonebriar. Board meetings and notices appear to be consistent with Brown Act requirements, which govern open meetings for local government bodies. There appear to be ample opportunities for public involvement and input at meetings.

One of the District's board members and other volunteers privately maintains a email listserv and website at <http://www.smcsd.org>, as a benefit to residents within the District. The website and listserv are not controlled by the District or the board, and are not funded by the District. These both help to inform the District's residents about the District and services provided.

The District has previously published newsletters to inform the District's residents.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyze the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Present land uses within the District include residential, vacant residential lands and parks. Planned land uses are anticipated to remain the same as current land uses.

- 2) The present and probable need for public facilities and services in the area.

Present needs for public facilities and services are currently being met. Probable needs for public facilities and services are not currently anticipated to vary from present needs, as future demands are expected to remain the same.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The present capacity of public facilities provided by the District is somewhat adequate to serve the existing community. The District has indicated a desire to develop more parklands and upgrade existing facilities.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

Social or economic communities of interest in the area include the unincorporated El Dorado Hills community and the El Dorado Hills Community Services District.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Springfield Meadows Community Services District has recently experienced significant growth and population increases with two new subdivisions constructed in the past few years. With the completion of these subdivisions, there are limited lands which may be developed within the District. No significant growth or population increases are

anticipated by Springfield Meadows CSD until a vacant high density residential property is developed. Current and future land uses are anticipated to remain primarily residential.

Infrastructure

Springfield Meadows Community Services District's infrastructure and facilities consists of 23 acres of parks and open space, including Berkshire and Stonebriar Parks. The District also maintains two ponds for drainage and a series of culverts and drainage ditches for the collection of runoff. The District did not indicate any planned improvements for the drainage facilities. The District indicated plans to upgrade the ball field at Stonebriar Park to regulation size, as well as the desire to develop the remaining open space lands now owned by the District. The District is attempting to secure grant funding to finance improvements to park facilities.

Financing Constraints and Opportunities

Springfield Meadows Community Services District is financed by assessment and property taxes, which are becoming less than adequate for the District. Fiscal year 2007 budgeted expenses are greater than revenues. The District does not have outstanding debts, however; the District does not appear to be financially stable, as the District's expenditure generally exceed revenues. The District will require additional funding to be able to sustain the current level of services provided, or reduce the level of service provided. The District is currently pursuing additional financing sources, including attempting to raise assessments, and pursuing grant funding. No additional significant financing opportunities have been identified.

Rate Restructuring

Springfield Meadows Community Services District does not charge any rates for services; appropriate for the type services provided. The District is financed by assessment and property taxes.

Cost Avoidance Opportunities

Springfield Meadows Community Services District appears to be utilizing a sufficient range of cost avoidance opportunities; including bidding of contracted services and utilizing contract services to reduce costs, utilizing volunteers, pooling of insurance funds, and having developers construct new District roadways and park facilities. The District is currently pursuing grant funding. No additional significant cost avoidance opportunities have been identified.

Opportunities for Shared Facilities

Springfield Meadows Community Services District's parks and recreation facilities may be utilized by residents from outside of the District's boundaries, and the West County Parks and Recreation MSR indicated that there may be some community concern about the impact this could have on District parks. The District is adjacent to El Dorado Hills Community Services District. There may be opportunities for sharing facilities with this District, although none were identified. No additional opportunities for shared facilities were identified.

Government Structure Options

Springfield Meadows Community Services District is an independent special district, formed under California Government Code Section 61101-61120. The District is managed by a five-member board of directors and appears to operate efficiently under its current management structure, however; the District may not be financially stable. Transitioning the District to another government entity, such as another district or other form of local government, may result in increased efficiencies and provide more funding to the District. This may involve the dissolution of Springfield Meadows Community Services District and transfer of facilities and responsibilities to another agency. The most likely agency to consolidate with the District would be El Dorado Hills Community Services District. A full analysis of the financial and operational impacts of any such transition should be made prior to formal actions to change the government structure.

Evaluation of Management Efficiencies

Springfield Meadows Community Services District is able to operate under its existing structure. The District employs a General Manager and a Clerk/Secretary and occasionally utilizes volunteers or contracts out services. Current staffing levels appear to be adequate for the services provided.

Local Accountability

The Springfield Meadows CSD's board is elected by voters within the District. Board meetings appear to be held and noticed consistent with the Brown Act. There appear to be ample opportunities for public involvement and input.

XI. BIBLIOGRAPHY

County of El Dorado, Independent Special Districts Fiscal Budgets for the Fiscal Year 2006-2007.

County of El Dorado, Springfield Meadows Community Services District Audit Report on the Financial Statements for Fiscal Years from FY 1993-94 to FY 2002-03.

Bob Hollis, <http://www.smcscsd.org>, Springfield Meadows CSD website (privately maintained).

El Dorado LAFCo, West County Parks, Recreation, and Open Space Municipal Service Review, July 28, 2004.

Correspondence and personal communication with Bob Hollis, Board Member, Springfield Meadows Community Services District, April 2007.

2.22 SOUTH TAHOE PUBLIC UTILITY DISTRICT

SOUTH TAHOE PUBLIC UTILITY DISTRICT

Contact Information

Address: 1275 Meadow Crest Drive
South Lake Tahoe, CA 96150

Phone: 530-544-6474

Website: <http://www.stpud.us/>

Management Information

Manager: Kathy Sharp

Governing Body: Board of Directors

Board Members:

Kathleen Farrell	Term ends: 2007
Jim Jones	Term ends: 2009
Mary Lou Mosbacher	Term ends: 2007
Duane Wallace	Term ends: 2007
Eric Schafer	Term ends: 2009

Board Meetings: 2:00 p.m. the first and third Thursday of each month at the District office, located at 1275 Meadow Crest Drive, South Lake Tahoe.

Service Information

Empowered Services: Not provided.

Services Provided: Drinking water supply, sewage collection, treatment, and export.

Latent Powers: Not provided.

Population Served: Sewer: 17,000 connections. Water: 14,673 connections.

Major Infrastructure: Extensive water and sewer infrastructure.

Fiscal Information

Budget: Not provided.

Sources of Funding: User Charges, Water/Sewer billings, Connection fees, Property Tax Receipts, \$5.2 million in 2005, El Dorado County Water, Agency Funding, Other Income, Grant monies (EPA and FEMA), FEMA reimbursements and Interest Income.

Rate Structure: Not provided.

2.22 SOUTH TAHOE PUBLIC UTILITY DISTRICT

In response to municipal service review inquiries, the South Tahoe Public Utility District (District) sent a letter clarifying the range of services covered by the District, pertaining to the MSR.

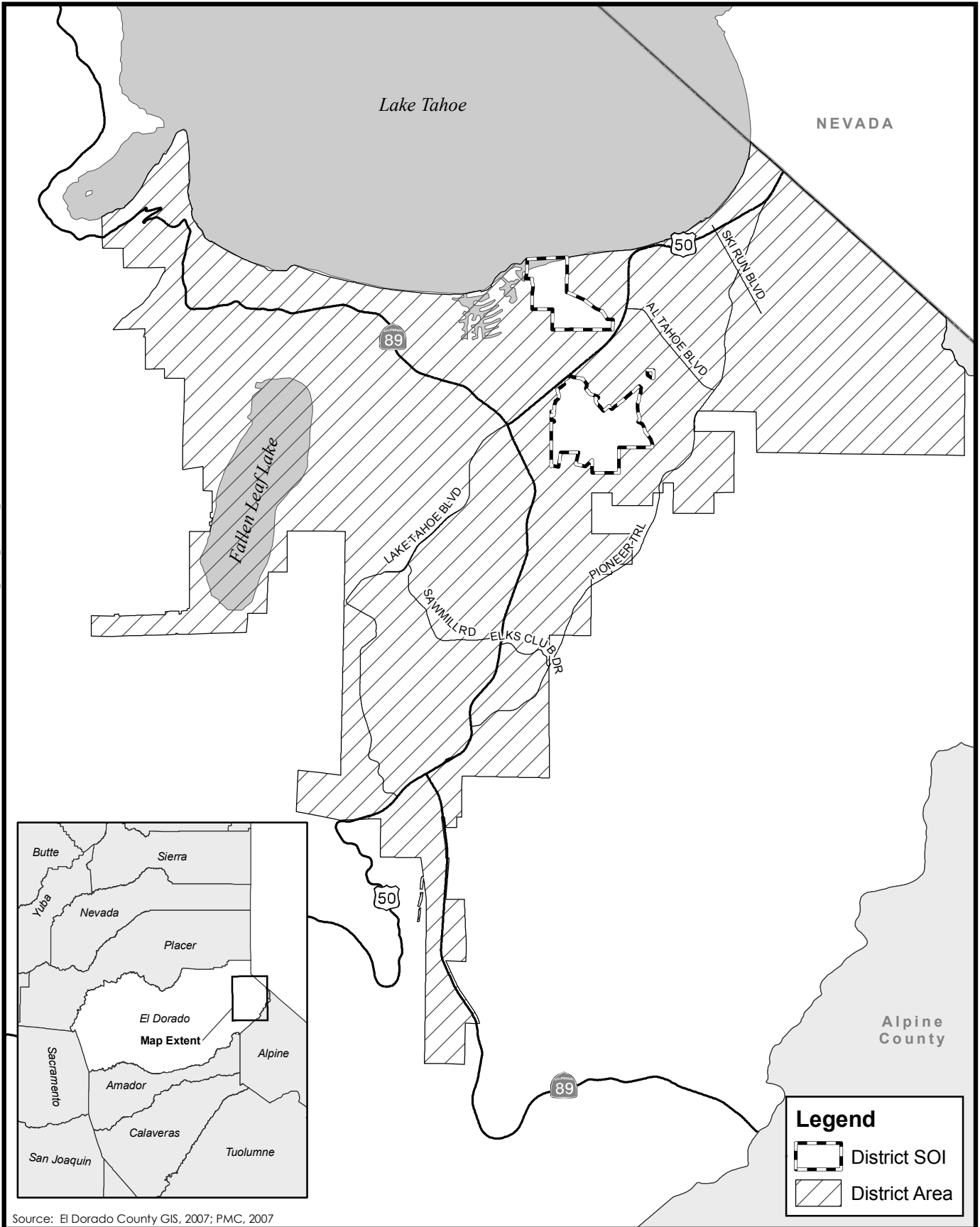
The District provides potable water service and wastewater collection, treatment and export services for the community of South Lake Tahoe. The only nexus of services with this General Government Services municipal service review is street lighting. However, the District's only role is as a billing mechanism for a small number of special assessment districts that were formed in the early 1960s to provide street lighting in a number of small residential subdivisions. The District has not, and does not now, install or maintain the lighting fixtures or infrastructure. The District does not bill for power consumption.

As the District does not provide any of the services discussed in this MSR, besides street lighting, which is discussed above, there is no analysis given of the District's ability to continue providing service, sphere of influence changes, cost avoidance or rate restructuring opportunities, population or other MSR questions. The noted services provided by the District; potable water and wastewater services are discussed in separate MSRs conducted by LAFCO.

I. BIBLIOGRAPHY

Cocking Dennis, South Tahoe Public Utilities District. Written Correspondence RE: General Government Services I Municipal Services Review. June 14, 2007.

This page intentionally left blank.



0.75 0 0.75
MILES



Figure 2.22-1
South Tahoe PUD
PMC

2.23 TAHOE CITY PUBLIC UTILITY DISTRICT

TAHOE CITY PUBLIC UTILITY DISTRICT

Contact Information

Address: PO Box 5249
Tahoe City CA 96145

Phone: 530-583-3796

Website: www.tcpud.org

Management Information

Manager: Robert Lourey; General Manager

Governing Body: Board of Directors

Board Members: Lou Reinkens Term dates were not provided.
Kelly Atchley
Ron Treabess
Erik Henrikson
Dan Wilkins

Board Meetings: Summer (May - September): Fourth Thursday of the month, 5:00 pm
Winter (October – April): Third Friday of the month, 8:30 am at the District Office Board Room at 221 Fairway Drive, Tahoe City, CA.

Staffing: Four managers, 30 or more regular, and up to 30 seasonal and part time employee

Service Information

Empowered Services: Water, sewer, street lighting, parks and recreation

Services Provided: Water, sewer, street lighting, parks and recreation

Latent Powers: None (street lighting?)

Area Served: 22 square miles from Emerald Bay to Dollar Point

Population Served: 5,700 residents, 3,100 seasonal residents and 6,300 visitors

Infrastructure: 280 acres of parks and beaches, 19 miles of trails

Fiscal Information

Budget: \$9,504,451

Sources of Funding: Property taxes, sewer and water service fees, community building rentals, recreational programs, concessions contracts, grants and earnings on invested funds.

Rate Structure: Fees are collected for water and sewer services.

2.23 TAHOE CITY PUBLIC UTILITY DISTRICT

I. SETTING

Tahoe City Public Utility District (District) was formed in 1938 as a water purveyor. It is the oldest district in the Tahoe Basin. The District now provides sewer, water, parks, beaches and recreation facilities and services over a 22-square mile area from Emerald Bay to Dollar point, providing services in Placer and El Dorado counties.

The mission of the District is;

"To serve our people, our community and its environment. It is our responsibility to provide safe and reliable water service, sewer service for the protection of public health and parks and recreation services to enhance the quality of life. It is our commitment to accomplish these and other tasks within the scope of the Public Utility District Act, as amended, in a sound fiscal manner."

Area Served

The boundaries of the District extend from Emerald Bay to Dollar Hill and along the Truckee River to the Nevada County line. The service area encompasses almost 22 square miles. The majority of the District's service area is in Placer County, and therefore, Placer LAFCO is the principal LAFCO for the District. Placer LAFCO has been designated as the lead agency for the District and the District utilizes Placer LAFCO in all matters related to LAFCO's jurisdiction.

Because the District does provide services within El Dorado County, this MSR provides a summary of District information, but does not include a complete review of the District.

The District estimated that more than 500,000 trips are made to its parks and recreation facilities each year. A large proportion of the District's customers are not local residents of the District's service area.

Services Provided

The District provides water and sewer service to residential and commercial customers and also offers a broad range of recreational programs and activities. These include youth sports, adult sports, day outings, arts and crafts classes, day camps, after school recreation and special community events. Recreational programs, facilities and activities are provided to year round residents, but are also utilized by the large number of visitors within the District. Street lighting and parks and recreation services are also provided by the District.

This Municipal Service Review considers the street lighting, parks, and recreational services provided by the District. Water and wastewater services provided by the District are considered in the Water and Wastewater Municipal Service Review, under separate cover at LAFCO.

II. GROWTH AND POPULATION

The average annual population in the District is 5,700 full time residents, with an additional 3,100 seasonal residents. Demand for recreation programs increases every year. As many as 12,000 people participate in nearly 250 recreation activities.

The District maintains all facilities to minimize the impacts of use from residents as well as visitors. However, the District does not aim to maintain a set acreage to population ratio for parks because of the seasonal changes to population in the area.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The District operates over 280 acres of parks and beaches with facilities valued at \$10.6 million. Tahoe City Public Utilities District operates and maintains 19 miles of recreation trails. The District does not maintain a specific acreage to population goal because of the extreme seasonal fluctuations of population due to tourism. The District also indicated that they regularly look at District facilities for undo risks and cost containment, through an extensive Risk Management Program.

Recreation Facilities include the following:

- **Fairway Community Center, Tahoe Community Center and Highlands Community Center:** activities and public use, indoor and outdoor space, kitchen facilities, bar areas, lake view rooms and dance floors.
- **19 miles of bike trails for community riding and walking:** trail runs from Dollar Hill to Tahoe City and along the Truckee River from Fairway Drive to Midway Bridge.
- **Highlands Community Park and Tahoe Nordic Ski Center:** 65 km of groomed track, rentals, lessons and food service.
- **Commons Beach in Tahoe City:** four-acre park and beach behind the Tahoe Community Center. Facilities include two playgrounds and group picnic sites in a lakefront lawn area.
- **Skylandia Park and Beach:** 24 acre area, 1.5 miles east of Tahoe City with bike and hiking trails, picnic areas, beach and a pier with designated swimming areas.
- **Lake Forest Public Access Boat Ramp:** 1.5 miles east of Tahoe City off Highway 28 on Lake Forest Road, deep water boat ramp, pier and vehicle parking/trailer parking.
- **Lake Forest Beach Park:** located on Bristlecone Avenue in Lake Forest, this is the District's largest lakefront beach. Limited parking, for swimming, sightseeing, bird watching and windsurfing.
- **Lake Forest Campground:** adjacent to the Tahoe Public Access Boat Ramp on Lake Forest Road provides RVs and campers with 20 sites in a meadow/timber environment with running water and restrooms.

T:_GIS\EL_DORADO_COUNTY\XDS\LAFCO\GENERAL GOVERNMENT SERVICES MSRTAHOE CITY PUD.MXD - 11/7/2007 @ 9:38:13 AM

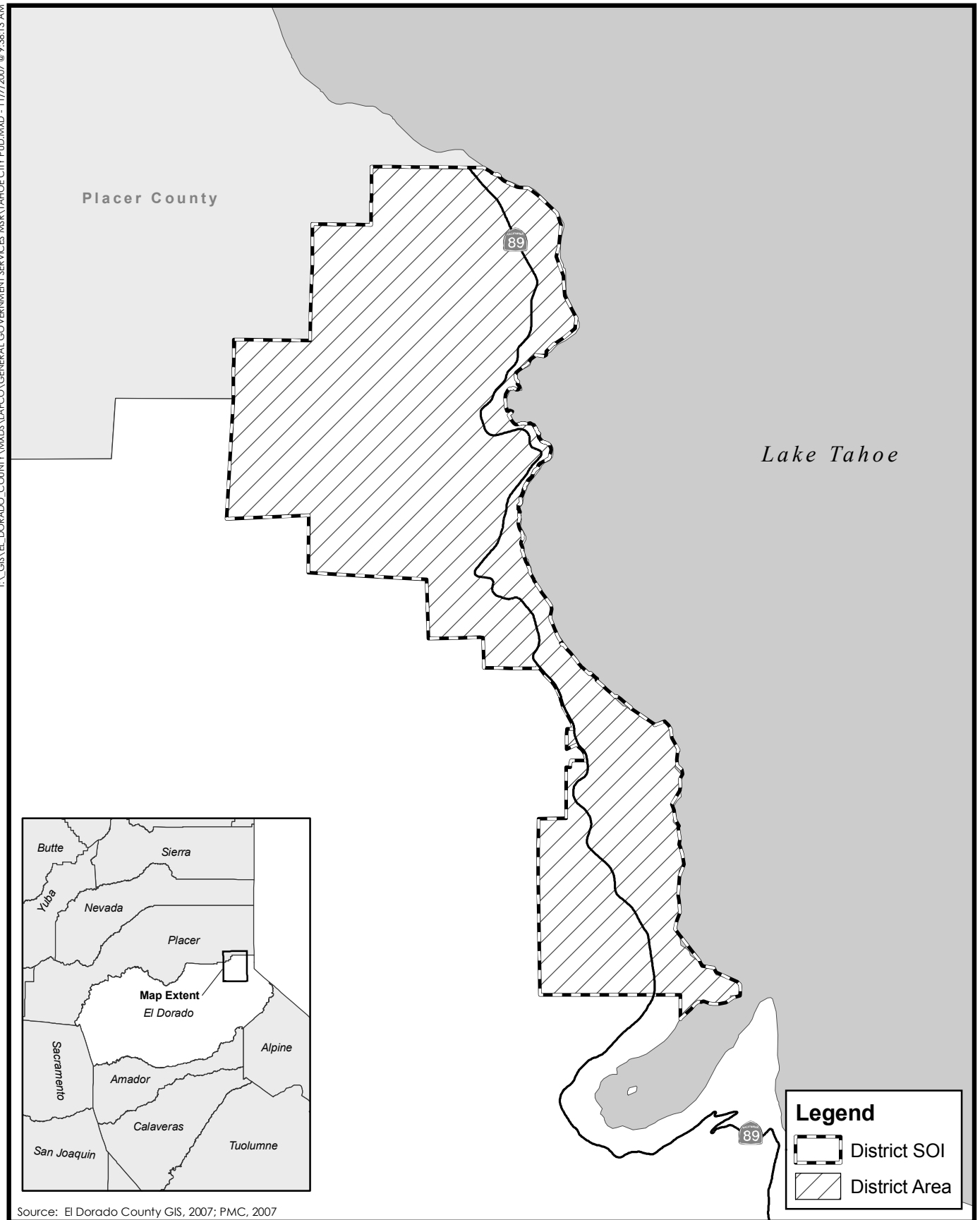


Figure 2.23-1
Tahoe City PUD

- **Pomin Park:** adjacent to the Lake Forest Campground and Boat Ramp and offering a large athletic field, children's playground, picnic areas and restrooms.
- **Kilner Park:** wooded seven-acre park, 3.5 miles south of Tahoe City on Highway 89 and Ward Avenue. Facilities include children's play areas, tennis courts, walking and biking trails, picnic areas and restrooms.
- **64 Acres Park:** at the junction of Highway 28 and Highway 89 in Tahoe City includes a 60 car parking lot with an access road from Highway 89 to paved recreational trails, a recreational bridge over the Truckee River for pedestrian and bike traffic and a raft launching facility.
- **Tahoe Cedars Park:** 8 miles west of Tahoe City on Highway 89.
- **Elizabeth Williams Park:** 5 miles along the western shore.

Planned Facilities

The District produced a 2000-2010 Parks and Recreation Master Plan (Master Plan). The Master Plan identifies the current infrastructure and rates most facilities on a range of assessment categories. Improvements to the bike trail system, athletic field facilities and parklands and beaches are identified in the Master Plan. The District indicated that current facilities improvements are limited to the Sugar Pine to Meeks Bay bike trail.

Improvements would include extending the Tahoe City PUD trail, which ends at Sugar Pine State Park, all the way to Meeks Bay Resort. This would link the District's bike trail network to the Meeks Bay Bike Trail. The District estimates this trail connection will be constructed over the next three to five years.

The primary source of funding for the majority of trail projects comes from a grant from the California Tahoe Conservancy. Additionally, transient occupancy taxes, property taxes, concession income and other revenues fund maintenance of parks and beaches. Rental fees for facilities offset the costs of operation and maintenance at community buildings. Grants and property taxes are also used to pay for capital improvements. The District indicated that current facilities improvements planned, in El Dorado County, are limited to the Sugar Pine to Meeks Bay Bike Trail.

IV. FINANCING AND RATE RESTRUCTURING

Financial statements for the year ending December 31, 2006 (2006) and the year ending December 31, 2005 (2005) were reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings. The District provided an independent auditor's report for 2006.

Statement of Net Assets

The District's statement of net assets is a way to measure the District's financial health. Over time, increases or decreases in the District's net assets are one indicator of whether its financial health is improving or deteriorating.

The District's assets are organized into governmental activities and business-type activities, with each of these categories accounting for approximately one-half of the District's assets. As of December 31, 2006 the District had \$51,921,909 in total assets;

\$24,321,110 of which came from business-type activities and the remaining \$27,600,799 came from governmental activities. The District's total liabilities as of December 31, 2006 was \$5,362,158; with \$1,852,551 from business-type activities and the remaining \$3,509,607 coming from governmental activities. The District's net assets for 2006 were \$46,559,751.

The District's total assets for the year ending December 31, 2005 was \$48,114,308, with total liabilities of \$5,547,781, and a total net assets for 2005 of \$42,566,527. The District's net assets increased from \$42,566,527 in 2005 to \$46,559,751 in 2006. This is a net increase in assets of \$3,993,224 for the year 2006.

Financial Activities

The District's financial activities are organized into governmental activities and business-type activities. The District's governmental expenses for the year ending December 31, 2006 were \$3,276,066. Business expenses were \$6,228,385, with total expenses of \$9,504,451. Total expenses for 2005 were \$9,087,352.

The District's revenues are divided into program revenues and general revenues. Program revenues consist of charges for service, operating grants and contributions and capital grants and contributions. Governmental-program revenues for 2006 were \$4,397,739 and business-program revenues for 2006 were \$4,429,795, for total program revenues of \$8,827,234. Total program revenues for 2005 were \$7,479,909.

With program revenues of \$8,827,234 and expenses of \$9,504,451, the District had a loss of \$676,917 in 2006. In 2005 the District had a loss of \$1,607,443.

The District's losses for both years were offset by general revenues. General revenues include property taxes, investment earnings and transfers. Total general revenues for 2006 were \$4,102,285. With total general revenues of \$4,102,285 and a loss of \$676,917, the total revenue or change in net assets for 2006 was \$3,993,224.

Total general revenues in 2005 were \$4,102,285. Accounting for the loss of \$1,607,443 in that year, the District had a total change in net assets of \$2,494,842 for the year ending in 2005.

General Financial

Tahoe City Public Utility District receives numerous Federal, State and Local grants for parks, open space and trail improvements. The District has stated their belief in efficient and prudent financial management, a philosophy reflected through continuous and rigorous evaluation of revenues, expenditures and invested funds. Every item of expense is reviewed by the Board and by management and every year an independent auditor closely examines the District's fiscal condition.

Any fees or charges levied by a single department are used only in that department. Fees collected for sewer and water do not subsidize parks and recreation, however; all departments make use of general property tax revenues. Youth programs are funded by fees and are further assisted by property tax. Fees for adult programs cover most direct costs.

The District adopts an annual budget to guide revenue collection and spending. The budget is a spending plan aimed to implement the District's mission statement and maintain level of services.

A zero-base approach is used in preparing capital and operation budget information in order to develop and document projected costs of operations. This system re-examines each expenditure annually to assure the most economical approach to providing utility services and parks and recreation services and programs. The District stated the budget is balanced, has no funding deficit and is well below the voter-mandated Gann Initiative spending limit.

The majority of District revenues come from taxes and sewer and water fees. Additional revenue comes from community building rentals, recreation programs, concession contracts, grants and earnings on invested funds. Expenditures are spread fairly evenly among water and sewer services and parks and recreation.

The District has debt from various projects. The District provided a debt repayment plan as part of the 2007 budget. The District received Series A bonds, which were used to finance sewer capital projects. The District also received Series B and C bonds which were used to finance water system improvements.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

The District did not identify any cost avoidance opportunities. The consolidation of the District with the North Tahoe Public Utility District was considered in 1994. This consolidation was voted down by voters in both districts and has not been reconsidered since then.

VI. OPPORTUNITIES FOR SHARED FACILITIES

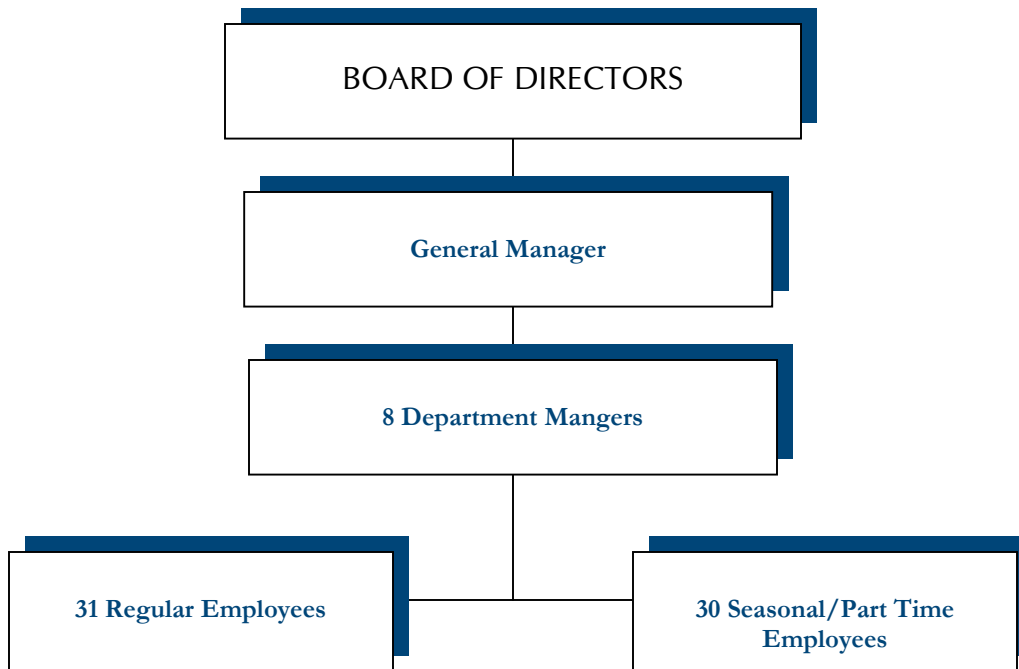
The District shares athletic ball fields with the local school district. Some of these facilities were constructed by the District, and others were constructed by the school district. Additionally, the District shares a vehicle fueling facility, located on District property, with the North Tahoe Fire Protection District. The District did not identify any other opportunities for shared facilities.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

Tahoe City Public Utility District is run by a five-member, elected Board of Directors. The Board appoints a General Manager who functions much as the chief executive officer of a corporation. The General Manager oversees a team of eight Management/Professional employees, 31 regular, and up to 30 seasonal and part time employees. The District indicated that no new governing structures are being considered.

The boundaries of the District appear appropriate for the services provided. As discussed earlier, the District attempted a consolidation with another district in 1994, which failed during a popular vote. No alternative government structures appear necessary to ensure adequate provision of services to the residents and visitors to this area.

**FIGURE 2.23-2
TAHOE CITY PUD ORGANIZATIONAL CHART**



VIII. LOCAL ACCOUNTABILITY

The District provided the 2007 Tahoe City Public Utility District Meeting Schedule. Each month the District has a Finance meeting and a Board meeting. The Finance meetings are on the second or third Friday of each month and are occasionally on Thursday. The Board meetings are on the third or fourth Friday of each month, and are also occasionally on Thursday. All meeting notices and agendas appear compliant with the Brown Act.

Customer surveys are regularly sent out with the District's newsletter. The District publishes a catalog of programs and activities each summer, which highlights all the activities for that season, and provides the registration process for classes and events as needed. This catalog also provides contact information for District staff involved in these programs and contains a six month calendar of classes and events for the season.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth. The Principal LAFCO for Tahoe City Public Utility District is Placer LAFCO. Boundary and Sphere of Influence changes for Tahoe City Public Utility District are conducted by Placer LAFCO. Sphere of influence recommendations are not provided for Tahoe City Public Utility District, as El Dorado LAFCO is not the principal LAFCO for this District.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Tahoe City Public Utilities District has not indicated any expected growth. District population, for parks and recreation service fluctuates due to seasonal populations and visitors to the District. Development is limited by the Tahoe Regional Planning Authority, and no significant population growth is anticipated.

Infrastructure

The District completed a Parks and Recreation Facilities Master Plan covering the years from 2000 to 2010. This plan identifies many planned improvements for the early part of this time period. The only current planned improvement is the extension of the Meeks Bay bike trail from Sugar Pine State Park to Meeks Bay Resort.

Financing Constraints and Opportunities

Tahoe City Public Utilities District has stated their belief in efficient and prudent financial management, a philosophy reflected through continuous and rigorous evaluation of revenues, expenditures and invested funds. The District operated with a net positive revenue for both of the years studied in preparation of this MSR. The District utilizes grants, fees and loans for funding and the District is repaying its existing debt.

Rate Restructuring

The majority of Tahoe City Public Utility District revenues come from taxes and sewer and water fees. Additional revenue comes from community building rentals, recreation programs, concession contracts, grants and earnings on invested funds. Expenditures are spread fairly evenly among water and sewer services and parks and recreation. The District did not indicate plans for updating user fees.

Cost Avoidance Opportunities

The District did not identify any cost avoidance opportunities. The consolidation of the District with the North Tahoe Public Utility District was considered in 1994. This consolidation was voted down by voters in both districts and has not been reconsidered since then. No additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

Tahoe City Public Utility District shares athletic ball fields with the local school district, and shares a vehicle fueling facility with the North Tahoe Fire Protection District. The connection of the District's bike path to the Meeks Bay Bike Trail would create a new shared facility. No additional opportunities for shared facilities were identified.

Government Structure Options

The structure of the Tahoe City Public Utility District as a PUD is an appropriate and effective organization to provide services. No alternative structure has been shown to provide a higher or more efficient service level to residents. Boundaries of the District are appropriate for the services provided.

Evaluation of Management Efficiencies

Tahoe City Public Utilities District is run by a five-member, elected Board of Directors. The Board appoints the General Manager who functions much as the chief executive officer of a corporation. The General Manager oversees a team of eight managers, 31 or more regular, and up to 30 seasonal and part time employees. The District operates independently and appears to operate efficiently.

Local Accountability

Tahoe City Public Utility District publishes a calendar of their meeting times. This calendar is published in the District's newsletter and catalogue and is also available at the District's website. Contact information for District employees and Board members, service information and special announcements are also available on the website, and some in the District catalogue. Customer surveys are regularly sent out with the District newsletter. Meeting notification appears to be consistent with the Brown Act.

XI. BIBLIOGRAPHY

Caporicci and Larson Certified Public Accountants. *Tahoe City Public Utility District Basic Financial Statements, for the year ended December 31, 2006*. March 8, 2007.

Coams, Sandra L. and Duffield, Robert E. *TCPUD Department of Parks and Recreation 2000-2010 Master Plan*.

Lourey Robert, General Manager Tahoe City Public Utilities District. Written Correspondence RE: El Dorado LAFCO Municipal Service Review. May 29, 2007

Lourey Robert, General Manager Tahoe City Public Utilities District. Written Correspondence RE: El Dorado LAFCO Municipal Service Review. October 9, 2007

Tahoe City Public Utilities District. *2007 Program Budget*. January 12, 2006.

Tahoe City Public Utility District Parks and Recreation Department. *Spring/Summer/Fall 2007 Catalog of Programs and Activities*.

Tahoe City Public Utility District 2007 Meeting Schedule, Mission Statement, "The Map", and General Facts About the District. Provided by the District July 2007.

Tahoe City Public Utility District website: www.tcpud.org, accessed July 2007.

2.24 TAHOE PARADISE RESORT IMPROVEMENT DISTRICT

TAHOE PARADISE RESORT IMPROVEMENT DISTRICT

Contact Information

Address: P. O. Box 550575,
South Lake Tahoe, CA 96155

Phone: (530) 577-9881

Website: None.

Management Information

Manager: Steve Dunn

Governing Body: Board of Directors

Board Members: Not Provided.

Board Meetings: Third Wednesday of the month in Summer, Winter meetings as needed.

Staffing: Not provided.

Service Information

Empowered Services: Not provided.

Services Provided: Recreational Services.

Latent Powers: Not provided.

Area Served: 10 square miles.

Population Served: Approximately 2,500

Major Infrastructure:

Fiscal Information

Budget: 2004-2005: \$74,210

Sources of Funding: Facility fees.

Assessments: Not provided.

Rate Structure: Not provided.

2.24 TAHOE PARADISE RESORT IMPROVEMENT DISTRICT

I. SETTING

Tahoe Paradise Resort Improvement District was formed as a recreation district to take over the maintenance of the resort, as a recreation area for residents within the District.

Area Served

The District provides recreational services to residents within the Tahoe Paradise area of El Dorado County.

Use of the park is not limited to District residents, and some users do not pay for the services provided by the District. The District also permits the use of the park for weddings and other events.

Services Provided

The District is empowered to provide recreational services, and this is the only service provided by the District.

II. GROWTH AND POPULATION

The District's General Manager indicated that the District does not anticipate substantial population growth, as much of the District is occupied by already existing residential uses. The District maintains a Master Plan, though the District's General Manager indicated that he is unsure of how much planning for population growth carried out by the District.

III. INFRASTRUCTURE

Existing Infrastructure Facilities and Conditions

The District operates a single recreational facility. This is a 58 acre park situated on the Truckee River. The park has ball fields, tennis courts, picnic and barbeque areas, a recreation center and a nine-acre lake. The lake is available for rowboats, but is not used for swimming. The District's General Manager indicated the need for some improvements to the park. These are discussed below.

Planned Facilities

The District's General Manager indicated that they are currently trying to secure grants for infrastructure improvements at the park. Grants would be utilized to fund improvements to the recreation center and the ball fields. Additional infrastructure needs include the need for a building to store equipment. The District may pursue further grant funding for this project. No other improvements were identified.

The District employs only one General Manager, who is responsible for all maintenance of the park and facilities. Larger projects are contracted out.

IV. FINANCING AND RATE RESTRUCTURING

The District did not provide any financial statements, however; the District's financial information from the years 2004-05 to 2005-06 is available in the County of El Dorado Independent Special Districts Final Budgets (Final Budget) for the Fiscal Year 2006-2007. The District's financial information provided in the Final Budget, as well as the District's budget, was reviewed to determine the fiscal status, assess financial practices, and review pertinent management findings.

The County's Final Budget shows the District's financial transactions for the years 2004-05 and 2005-06. In 2004-05 the District's total financing sources was \$144,759. The District's total expenses for 2004-05 were \$42,768. A comparison of the District's financing sources and expenditures shows that the District had a remaining balance of \$101,991 in the year 2004-05.

The District's financing sources for the year 2005-06 included revenue from the use of money and property (\$14,253), revenue from other governmental agencies (\$50,000) and miscellaneous revenue (\$785). Total financing sources for 2005-06 was \$65,308. The District's financing uses for the year 2005-06 included salaries and employee benefits (\$23,973), services and supplies (\$18,794) and money moved to reserves (\$53,456). Total financing uses for 2005-06 was \$96,224. A comparison of the District's financing sources and revenues indicates that the District had a total balance of \$-30,916 for the year 2005-06.

The District's financing sources in the 2006-07 are projected to include the use of money and property (\$23,600), revenue from other governmental agencies (\$50,000) and miscellaneous revenue (\$225,000). Total financing sources for 2006-07 are projected to be \$298,600. The District's financing uses for the year 2006-07 are projected to include salaries and employee benefits (\$30,850), services and supplies (\$42,400) and money moved to reserves (\$0). Total financing uses for 2006-07 is projected to be \$298,250. A comparison of the District's financing sources and revenues indicates that the District projects a total balance of \$350 for the year 2006-07.

The District's General Manager indicated that funding is not always adequate to pay for District expenses. The District is trying to generate additional funding through special events, and also through grants. It may be necessary to increase the District's taxes and/or assessment area, in order to maintain the District's infrastructure.

The District is financed through property taxes and sometimes grants. The District receives approximately \$18 per parcel, from taxes collected by the County, for parcels located within the District. The District collects fees for special uses of the park such as large group picnics; \$25 and weddings; up to \$700.

V. COST AVOIDANCE OPPORTUNITIES

This section of the Municipal Service Review considers the potential cost avoidance opportunities available to each service provider. Cost avoidance opportunities include any potential sources of reduction in costs associated with service provision, potential sharing of facilities, and any other capital or operational actions or programs which may result in a more efficient and streamlined provision of services to the properties within the service area. This analysis includes both potential and previously implemented cost avoidance measures.

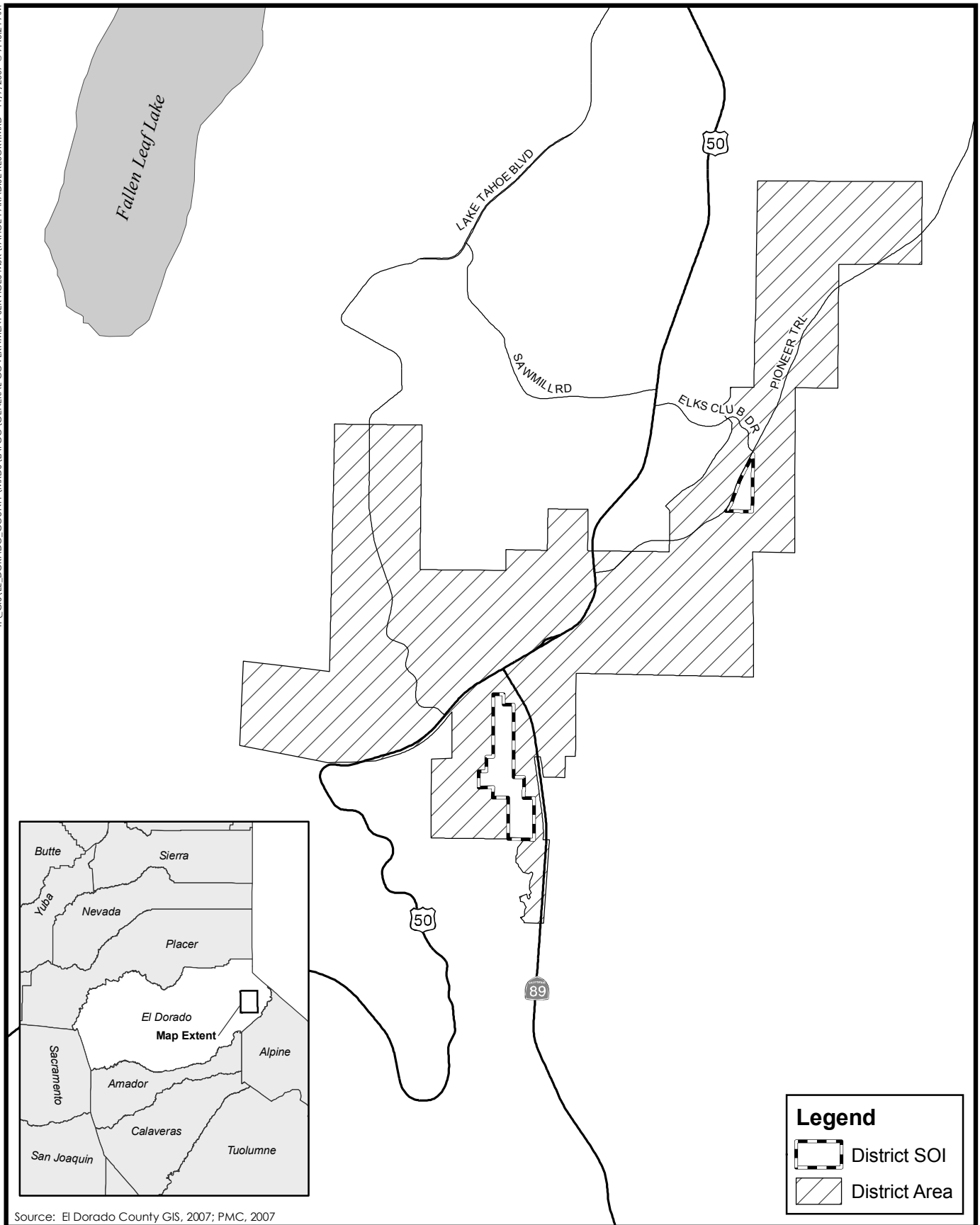


Figure 2.24-1

Tahoe Paradise Resort Improvement District

The District's General Manager has increased cost avoidance by working with various local groups. The California Conservation Corps (CCC) has partnered with the District. The CCC has received training for its workers in exchange for performing maintenance to District facilities. Local organizations have been able to hold events at the park in exchange for providing volunteer maintenance to the park. Further cost avoidance is achieved through the employment of solely the General Manager. The District does not have any other employees. The District does not operate under any Joint Powers Agreements. No additional cost avoidance opportunities were identified.

VI. OPPORTUNITIES FOR SHARED FACILITIES

The District owns and operates a single park facility. The park is sometimes used by a local science magnet school, for fieldtrips. No additional opportunities for shared facilities were identified.

VII. GOVERNMENT STRUCTURE AND MANAGEMENT EFFICIENCIES

Tahoe Paradise Improvement is an independent special district governed by California Government Code section 61000 and following. The District is managed by a five-member board of directors. The District's management structure is sufficient to allow the District to provide service within its boundaries.

The District, in its current legal form, is able to function under its governmental structure. The existing structure of the District as an independent special district is sufficient to allow it to continue service provision in the foreseeable future. There are no legal or administrative limitations on the District that would prevent future service provision. Transitioning the District to another government entity, such as another district or other form of local government, would be unlikely to result in significant efficiencies or significant improvements in service. The current governmental structure is appropriate to provide adequate services.

The District is managed by a five-member board of directors. In addition to the board, the District has a single employee; the General Manager. The General Manager indicated that current staffing is adequate for maintenance of the park.

VIII. LOCAL ACCOUNTABILITY

The District is managed by an elected five-member board of directors. Meetings are held at the Rec. Hall at the park on the last Thursday of every month. Meeting notices are placed on the park bulletin board and published in the local newspaper. Meeting noticing is in accordance with the Brown Act. The District's General Manager also noted that customers also approach him directly with maintenance concerns at the park.

IX. SPHERE OF INFLUENCE RECOMMENDATIONS

The Sphere of Influence (SOI) recommendations analyzes the appropriateness of the District's SOI boundaries, relative to the capabilities of the service provider and future growth.

- 1) The present and planned land uses in the area, including agricultural and open space lands.

Land uses within the District are primarily residential. Land uses are not anticipated to change.

- 2) The present and probable need for public facilities and services in the area.

The District, along with other recreation providers, currently meets the need for public recreation facilities in the area.

- 3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District provides recreation facilities and facilities are adequate.

- 4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The District did not identify any social or economic communities of interest in the area.

The District is not operating with sufficient funding. Further, the District indicated that residents outside of the District's assessment area utilize the park. Adjusting the District's boundary to increase the assessment area may provide the District with the funds necessary for service provision.

X. MUNICIPAL SERVICE REVIEW DETERMINATIONS

Growth and Population

Tahoe Paradise Improvement District did not indicate the current population served by the District's park. The District collects assessments, in the form of taxes, from approximately 300 parcels, but serves a larger area. The District's General Manager indicated that the District has a Master Plan in place, but it is uncertain whether or not this document addresses population growth.

Infrastructure

Tahoe Paradise Resort Improvement District operates a single recreational facility. This is a 58 acre park situated on the Truckee River. The park has ball fields, tennis courts, picnic and barbeque areas, a recreation center and a nine-acre lake. The lake is available for rowboats, but is not used for swimming. The District's General Manager indicated the need for some improvements to the park. Improvements will be made to the ball fields and the recreation center. The District is pursuing grants to finance these improvements.

Financing Constraints and Opportunities

Tahoe Paradise Resort Improvement District is financed through property tax assessments of approximately \$18 per parcel per year. Additional financing comes from grants for specific projects, as needed. The District's finances, as documented in the County of El Dorado Independent Special Districts Final Budgets for the Fiscal Year 2006-2007, were reviewed. The District's General Manager indicated that funding is not always adequate to pay for District expenses. It may be necessary to increase the District's taxes and/or assessment area, in order to maintain the District's infrastructure.

Rate Restructuring

Tahoe Paradise Resort Improvement District is financed through property tax assessments of approximately \$18 per parcel per year. The District did not indicate when these rates were last updated, however; it may be necessary to increase the District's taxes and/or assessment area, in order to maintain the District's infrastructure. The District also charges fees for special events, including \$25 for large group picnics and up to \$700 for use of the park for weddings.

Cost Avoidance Opportunities

Tahoe Paradise Resort Improvement District's General Manager has increased cost avoidance by partnering with various local groups, including the California Conservation Corps (CCC). The CCC has received training for its workers in exchange for doing work on District facilities. Local organizations have been able to hold events at the park in exchange for providing volunteer maintenance to the park. Further cost avoidance is achieved through the employment of solely the General Manager. The District does not operate under any Joint Powers Agreements and no additional cost avoidance opportunities were identified.

Opportunities for Shared Facilities

Tahoe Paradise Resort Improvement District owns and operates a single park facility. The park is sometimes used by a local magnet school, for fieldtrips. No additional opportunities for shared facilities were identified.

Government Structure Options

Tahoe Paradise Improvement is an independent special district governed by California Government Code section 61000 and following. The District's management structure is sufficient to allow the District to provide service within its boundaries. There are no legal or administrative limitations on the District that would prevent future service provision. Transitioning the District to another government entity, such as another district or other form of local government, would be unlikely to result in significant efficiencies or significant improvements in service.

Evaluation of Management Efficiencies

Tahoe Paradise Resort Improvement District is managed by a five-member board of elected directors. The District employs one full-time General Manager which is responsible for all maintenance of park facilities. The General Manager indicated that current staffing is sufficient for the maintenance of the park.

Local Accountability

Tahoe Paradise Resort Improvement District is managed by a five-member board of elected directors. Meetings are held at the Rec. Hall at the park on the last Thursday of every month. Meeting notices are placed on the park bulletin board and published in the local newspaper. Meeting noticing is in accordance with the Brown Act. The District's General Manager also noted that customers also approach him directly with maintenance concerns at the park.

XI. BIBLIOGRAPHY

Phone interview with Steve Dunn; Tahoe Paradise Resort Improvement District, General Manager. November 26, 2007.

County of El Dorado. Independent Special Districts Final Budgets for the Fiscal Year 2006-2007.