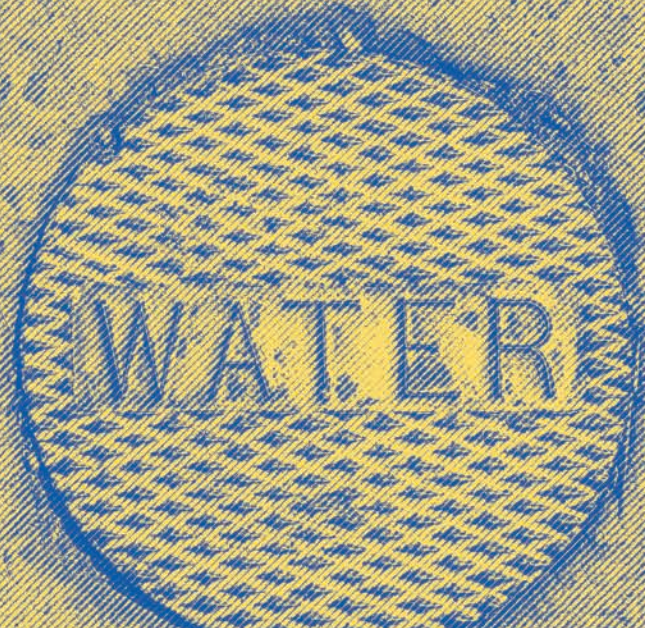


# Engaging with Local Decision-Makers

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## *A Community Toolkit*



A toolkit for communities seeking improved  
water, sanitation, and other municipal services

The ACLU Foundation of Northern California



## Table of Contents

Purpose.....	2
Introduction .....	2
LAFCO Frequently Asked Questions (FAQs).....	2
Table 1: LAFCO-Regulated Special Districts vs. Non LAFCO-regulated areas.....	4
The Importance of MSRs .....	5
The MSR Process .....	6
Chart 1: The MSR Process .....	7
Chart 2: Questions to Ask and Steps to Take .....	8
Concrete Steps You Can Take.....	8
Check if there is an MSR .....	9
What to do if...There is one.....	9
What to do if...There isn't one .....	10
What to do if...One is on the way .....	10
MSR Checklist .....	11
MSR Process: Frequently Asked Questions (FAQs).....	14
Appendix A: Legal Changes of Organization.....	16
Appendix B: Sample Public Comment Script .....	17
Appendix C: Public Records Act Request .....	18
Appendix D: LAFCO Contact Information .....	20

## Purpose

Everyone needs basic municipal services, ranging from water to garbage and sewage removal. But these services are not equitably distributed. The purpose of this toolkit is to help residents advocate for the services they need and deserve. It explains a key process by which local governments make decisions about the allocation of public services and the ways in which residents can participate to voice their concerns and urge for changes in their communities. Community participation ensures decision-makers see a neighborhood's needs and invest time and money into improving those neighborhoods. We hope that this toolkit empowers residents to make changes in their communities and stay involved in processes that impact their lives.

## Introduction

This toolkit provides you with important information about a little-known but critical agency that has enormous control over public services—Local Agency Formation Commissions (LAFCOs). Next, it provides information about an essential planning document that these agencies prepare, called Municipal Service Reviews (MSRs), and the process a LAFCO undertakes in generating them. Finally, it lists concrete steps community members can take to be involved in the MSR process. The appendices include additional information on legal requirements, a sample public comment document, know your rights materials, and contact information for your LAFCO.

## LAFCO Frequently Asked Questions (FAQs)

### **What is a LAFCO?**

LAFCO stands for **L**ocal **A**gency **F**ormation **C**ommission. There is a LAFCO in every county in California and each is responsible for planning for community service needs throughout the county.<sup>1</sup>

### **Why were LAFCOs created?**

In 1963, California created LAFCOs and charged them with three specific goals:

1. to discourage the uncontrolled expansion of urban areas (known as “urban sprawl”);
2. to encourage orderly government boundaries; and
3. to preserve open space and agricultural lands.<sup>2</sup>

### **What does a LAFCO do?**

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<sup>1</sup> Cal. Gov. Code, § 56301.

<sup>2</sup> See Cal. Gov. Code, § 56301 (stating purposes of a LAFCO).

A LAFCO does two things: it plans and regulates.<sup>3</sup>

When a LAFCO plans, it reviews and approves important land-use planning documents. These documents guide decisions about where a city or special district can construct buildings and where it can provide services.

When a LAFCO regulates, it changes boundaries and controls development in specific areas in order to upgrade or create services. In LAFCO law, a boundary change is called a “change of organization.”<sup>4</sup> There are nine changes of organization each with its own legal status: (1) Annexation, (2) Detachment, (3) Incorporation, (4) Disincorporation, (5) Formation, (6) Dissolution, (7) Consolidation, (8) Merger, and (9) Subsidiary District. For more information on changes of organization see Appendix A.

### **What documents is a LAFCO responsible for?**

A LAFCO prepares two land-use planning documents of particular significance to residents: Spheres of Influence (SOIs) and MSRs. Both of these documents lay the foundation for upgrading or providing new municipal services to communities.

An SOI is a document that plans for probable physical boundaries.<sup>5</sup> A city or special district is only permitted to provide service within its “sphere of influence.” An SOI describes the physical boundaries of a city or special district,<sup>6</sup> and a LAFCO is required to review SOIs every five years.<sup>7</sup> When a LAFCO completes an SOI, it clarifies the boundaries of what are known as “city limits,” “sphere limits” and “planning areas.”<sup>8</sup> A community can only obtain services from a city or special district if it falls within one of those three boundaries.

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<sup>3</sup> See Cal. Gov. Code, § 56375.

<sup>4</sup> See Cal. Gov. Code, § 56021.

<sup>5</sup> Cal. Gov. Code, § 56076.

<sup>6</sup> See Cal. Gov. Code, § 56425(a).

<sup>7</sup> Cal. Gov. Code, § 56425(g).

<sup>8</sup> The city limit includes all the territory where the city controls land use. Cities are usually separated by a physical line that distinguishes them from one another making it easier to know when you enter or exit a city. City limits only include incorporated—officially recognized—territory. The sphere limit includes all the territory a city could potentially serve. Unlike city limits, sphere limits can include either incorporated territory or unincorporated territory—territory that is only unofficially recognized. Finally, the planning area includes all the territory that is connected in some way to city planning. This includes incorporated and unincorporated territory. The planning area is the furthest limit services can extend, sometimes beyond even the sphere limit.

An MSR is a study a LAFCO prepares to identify service capacity in a particular area. During the MSR process, a LAFCO reviews and analyzes all the municipal services provided in a “sphere of influence.”<sup>9</sup> The “MSR Checklist” below describes the topics an MSR is required to address. The term “municipal services” refers to services that local agencies and special districts provide to the public—services like water, sewer, sanitation, and pest control. As noted above, communities can only obtain services from a city or special district if it falls within that entity’s “sphere of influence.” While a LAFCO can change the boundaries of a city or special district’s sphere of influence (thus enabling a previously excluded community to obtain service), it must conduct an MSR before doing so.<sup>10</sup> *MSRs are therefore a key first step for communities seeking to upgrade or obtain services for the first time.* The section below on “The Importance of MSRs” provides more information on why MSRs are such an important part of the process for communities seeking to obtain new or improved municipal services.

### What services can a LAFCO address?

A LAFCO can only change or improve services that it has control over. Table 1 lists the types of services a LAFCO does and does not regulate.

Table 1: LAFCO-Regulated Special Districts vs. Non LAFCO-regulated areas

LAFCOs <b>DO</b> regulate	LAFCOs <b>DON’T</b> regulate
Airport districts	Air pollution control districts
California water districts	Air quality management districts
Community services districts	Bridge or highway districts
County sanitation districts	Community college districts
County service areas	Community facilities districts (Mello-Roos districts)
County water districts	Improvement districts
County waterworks districts	Joint power agencies
Fire protection districts	Joint highway districts
Harbor and port districts	Metropolitan water districts
Healthcare districts	Permanent road divisions
Irrigation districts	Redevelopment agencies
Library districts	School districts
Mosquito abatement districts	Separation of grade districts
Municipal utility districts	Service zones of special districts
Municipal water districts	Special assessment districts
Pest control districts	Transit or rapid transit districts
Police protection districts	Unified or union high school library districts
Public cemetery districts	
Public utility districts	
Reclamation districts	
Recreation and park districts	

<sup>9</sup> Cal. Gov. Code, § 56430.

<sup>10</sup> See Cal. Gov. Code, § 56430(a).

Resource conservation districts	
Sanitary districts	
Sewer districts	
Sewer maintenance districts	
Vector control districts	

## The Importance of MSRs

MSRs are a critical part of the LAFCO planning process. Completing an MSR makes it possible to extend or upgrade services into areas that have been historically underserved. For this reason, MSRs are especially important for residents trying to secure more resources for their communities, in two ways in particular.

First, during the MSR process, a LAFCO can assess available options for “improving [infrastructure] efficiency and affordability.”<sup>11</sup> By identifying the limitations of current services, a LAFCO takes the first legal step towards service improvements, such as changes in jurisdictional boundaries, that might otherwise be a barrier to new service.

Second, when MSRs are done well, they identify the areas with the most need. This can serve the important purpose of drawing attention to important problems, thus building political momentum that may lead to necessary government investment.

For example, the MSR conducted for the city of Porterville in 2014 identified the needs of the unincorporated community of East Porterville. Specifically, the LAFCO described the community’s reliance on individual wells, some of which were contaminated. The LAFCO concluded that “future extension of domestic water in East Porterville could be prioritized based on the areas with the worst water contamination.”<sup>12</sup> This information was a critical step in drawing regional and state attention to the longstanding needs of the community. Advocacy groups assisted residents in their efforts and less than two years later, in January 2016, the East Porterville Water Supply Project began—which provided clean water to 1,100 households.

In contrast, when MSRs aren’t done, or are done poorly, people’s problems remain unaddressed and unacknowledged. If decision-makers and the public are unaware

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<sup>11</sup> Cal. Gov. Code, § 56430(b).

<sup>12</sup> Tulare County Local Agency Formation Commission, “City of Porterville DRAFT Municipal Service Review” at 50, (September 2014). <https://lafco.co.tulare.ca.us/lafco/index.cfm/msr/city-of-porterville-msr-update/>.

that a problem exists, they cannot take steps to fix that problem. Services like sewer and water may continue to be substandard or unavailable, endangering your health and the health of your neighbors.

Although not a guarantee that the problem will be addressed, drawing attention to your community's needs in an MSR is a necessary first step. It is important that your LAFCO complete MSRs so that you and your community can thrive. What's more, community members deserve to be heard and should be aware of opportunities to participate in the decision-making process.

If your community has unmet needs, you have the right to let your LAFCO know and to urge it to identify those needs in an MSR. As discussed below, a LAFCO preparing an MSR will make a draft available to the public, so that the public can comment about it. This is an important opportunity to make your community's voice heard. Take advantage of it.

Next, we'll provide an overview of the MSR process and list some concrete steps you can take to voice your community's needs.

## The MSR Process

A LAFCO must adopt an SOI for every city and special district in the county it serves.<sup>13</sup> In addition, a LAFCO is required to review and update city and special district SOIs every five years.<sup>14</sup> Since a LAFCO is empowered to change territorial limits based only on proper planning, a LAFCO must conduct an MSR before it can revise an SOI.<sup>15</sup> This is because the MSR evaluates how agencies currently provide services and how they plan to deliver services in the future. If an MSR reveals communities in the county are not receiving services, or are receiving services that are substandard, the LAFCO cannot authorize boundary changes that might deliver services to communities outside of an agency's boundaries. It must first address the needs of the communities already included in the SOI.

Each LAFCO engages in the MSR process slightly differently depending on the area the LAFCO covers. The general MSR process includes five basic steps: (1) request; (2) information gathering; (3) drafting; (4) public hearing; and (5) adoption. Chart 1 provides a visual representation of the entire process from start to finish.

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<sup>13</sup> Cal. Gov. Code, § 56425(a).

<sup>14</sup> Cal. Gov. Code, § 56425(g).

<sup>15</sup> See Cal. Gov. Code, § 56430(a).

Chart 1: The MSR Process

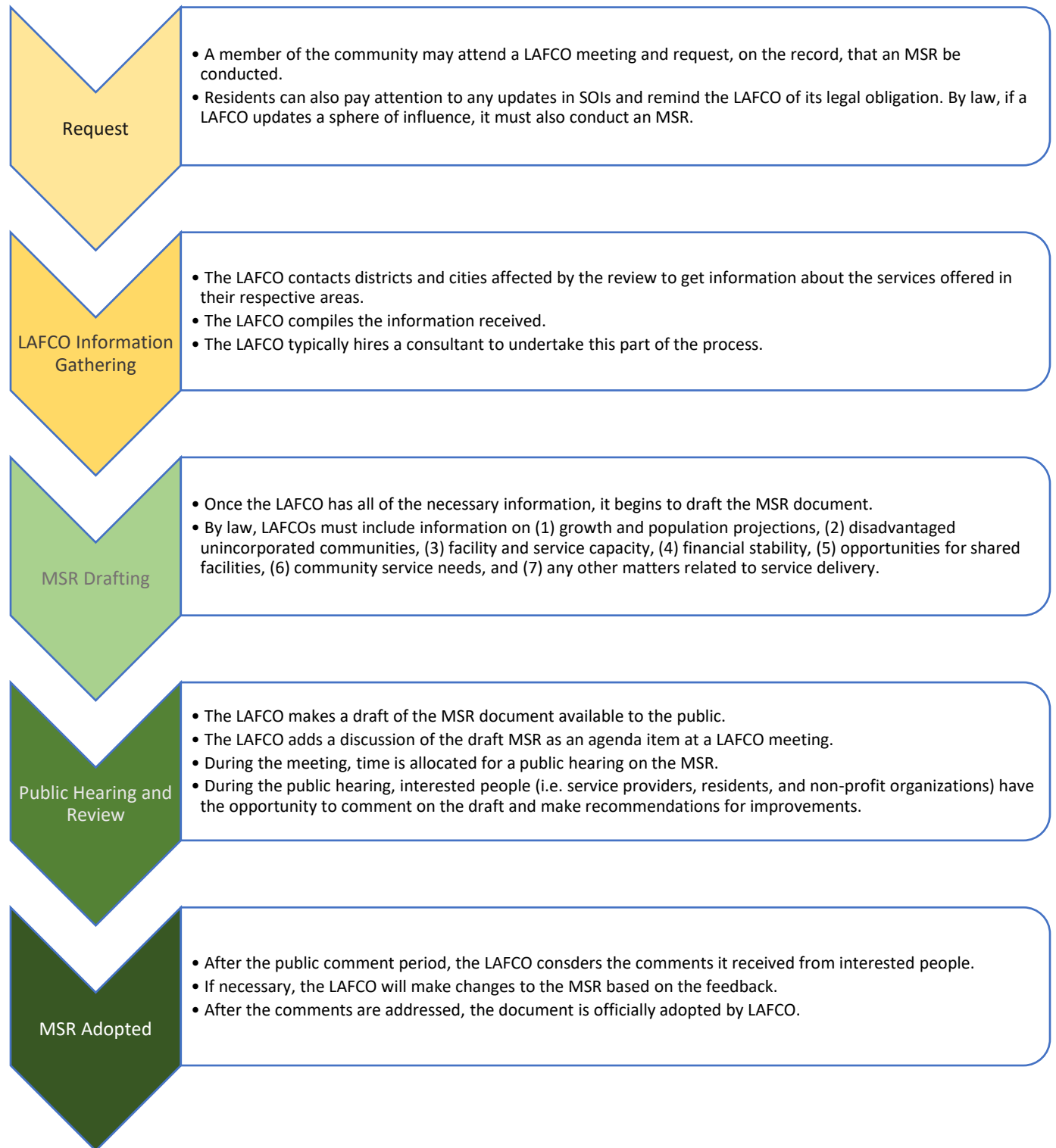
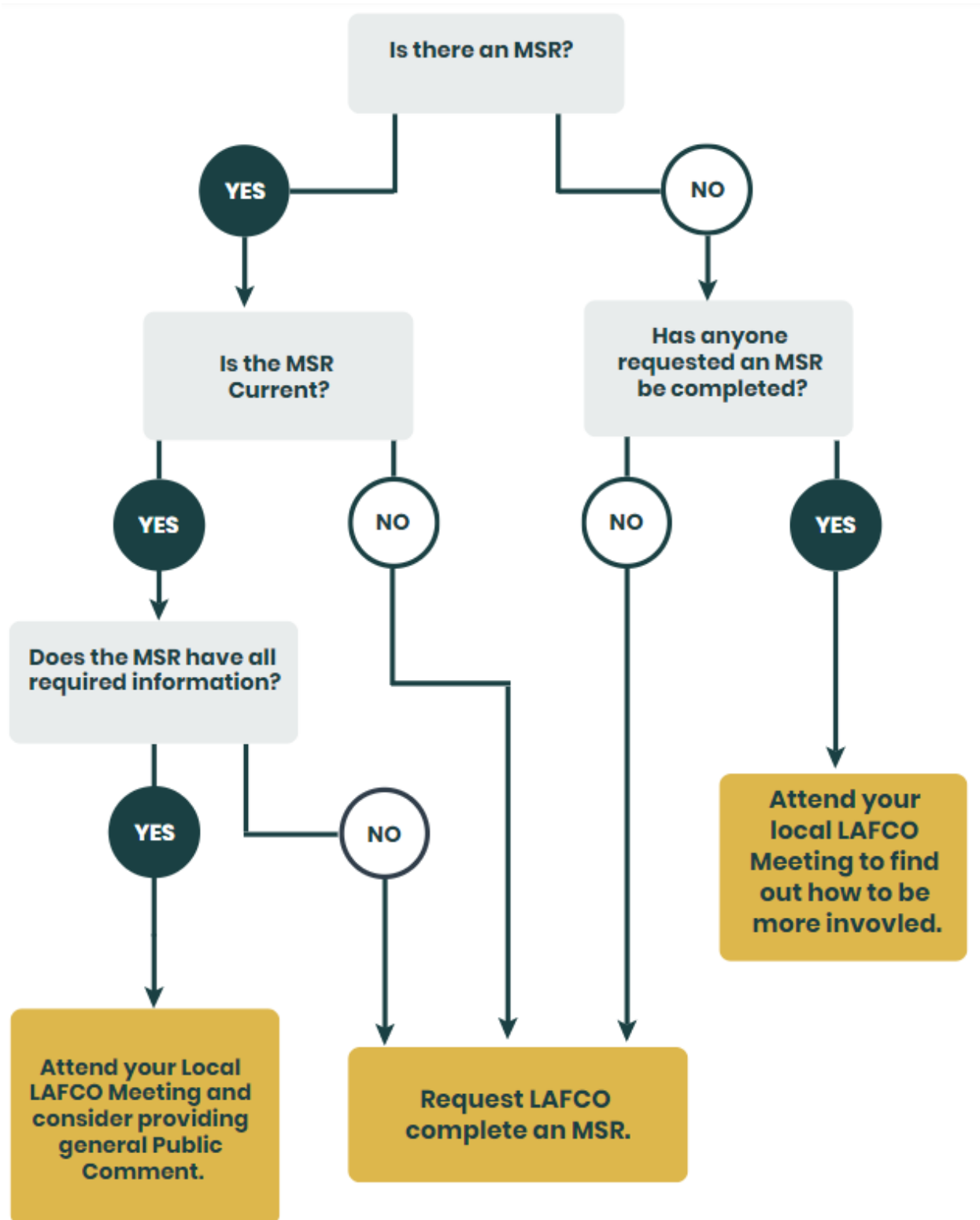




Chart 2: Questions to Ask and Steps to Take



## Concrete Steps You Can Take

The first step is to find the MSR for your area and review it. The section below provides additional information on what residents should do if they cannot find their MSR, if the MSR is out of date, or if the MSR is missing information.

### Check if there is an MSR

#### *Online*

Many documents are available online through your local LAFCO website. Your first step should be to check if the MSR is available on the site. You can use the contact information in Appendix D to locate the website for your county.

#### *Call your local LAFCO*

Sometimes the easiest way to find an MSR is to call your local LAFCO. MSRs are documents that should be made publicly available. You can always call to request them if you do not find them online. You can use the contact information included in Appendix D to talk to someone about where to get the MSR.

#### *Submit a Public Records Act Request*

If the MSR is not on the LAFCO website and you are unsuccessful after calling your local LAFCO, your next step is a public records act (PRA) request. A PRA request is a way to obtain government documents. The law provides that certain government records must be turned over if requested,<sup>16</sup> and MSRs are among the types of documents any member of the public can request. For more information on submitting a PRA request, see Appendix C.

### What to do if...There is an MSR

- **Step 1: Check the Date.** If it has been more than five years since the MSR was updated, consider requesting that an MSR be conducted in your area.
- **Step 2: Check the Content.** LAFCOs have a legal obligation to include specific information in the MSR. If your LAFCO has not completed a section or you believe the section is not adequate, you have the right to raise your concern and to request a revision to the document. Refer to the MSR Checklist below for a guide of what to expect and what to look for.
- **Step 3: Attend LAFCO Meetings.** LAFCOs must meet regularly and conduct additional business related to MSR updates. Attending meetings is a great way to stay informed about what your local LAFCO is doing in your service area.

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<sup>16</sup> Cal. Gov. Code, § 6250 *et. seq.*

- **Step 4: Consider Giving Public Comment.** During the public comment period of a LAFCO meeting, if you have concerns about the municipal services in your community, then make your voice heard. Even if your comments don't relate to an MSR that is being prepared, it is important for your local LAFCO to understand your needs. See the FAQs for tips on how to give a public comment.

#### What to do if...There isn't an MSR

- **Step 1: Request that an MSR be Conducted.** Your local LAFCO is required to prepare an MSR.<sup>17</sup> If your LAFCO has never prepared an MSR, it may be violating the law.
- **Step 2: Attend LAFCO Meetings.** Once you have requested that your LAFCO complete an MSR, you should attend the next LAFCO meeting. Being present at that meeting will ensure, at the very least, that you have the opportunity to ask the Commission if it received your request.
- **Step 3: Follow Up with the LAFCO.** Once you have made your request, it is a good idea to check in regularly on the progress of the MSR. Many LAFCOs maintain email lists of interested people to provide updates when available. If your LAFCO does not maintain an email list, you will want to keep track of its activities. It is important that you understand whatever timeline your LAFCO is working from so that you do not miss important dates and deadlines.
- **Step 4: Consider Giving Public Comment.** As stated above, whenever you have concerns about the municipal services in your community, you should express yourself at the meeting. In situations where you have submitted a request that an MSR be conducted and your LAFCO has not provided updated information, the public comment period presents an opportunity to address your LAFCO directly. See the FAQs for tips on how to give a public comment.

#### What to do if...an MSR is on the way

- **Step 1: Determine the Stage in the Process.** The options available to you will depend on where your LAFCO is in the MSR process.
- **Step 2: Contact Your LAFCO.** Especially when your LAFCO has just begun drafting the MSR, it is important to let it know you are interested in participating in the process. You should call or email the Executive Officer to make sure you receive updates as the process moves forward.

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<sup>17</sup> Cal. Gov. Code, § 56430.

- **Step 3: Attend LAFCO Meetings.** As stated above, LAFCOs must meet regularly and conduct MSR-related business. Attending meetings is a great way to stay informed.
- **Step 4: Give Public Comment.** Once your LAFCO has completed a draft of its MSR, get a copy of it and review it. There will be a deadline by which you have to submit any comments. *Do not miss the deadline.* You can submit written comments, make oral comments, or do both. Residents should plan to provide public comment at the next LAFCO meeting. This is your opportunity to tell decision-makers what they should be doing to help you and your neighbors improve your community. See the FAQs for tips on how to give a public comment.

As soon as the draft MSR is made public, review it and consider the following checklist of issues:

## MSR Checklist

### ☐ Does the MSR Describe Growth and Population Projections?

**The law:** LAFCOs must prepare a written statement of its determinations with respect to growth and population projections for the affected area.<sup>18</sup>

**Things to look out for:** Information about who lives in the area and information about how much the population is expected to grow. Does the MSR's description seem accurate to you? Publicly available data may not identify all communities or account for their projected growth. Is the diversity of your community fully captured?

### ☐ Does the MSR Describe Disadvantaged Unincorporated Communities?

**The law:** LAFCOs must prepare a written statement of its determinations with respect to the location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.<sup>19</sup> Disadvantaged unincorporated communities are settled places outside city limits, where household incomes are 80 percent (or less) of the statewide average.

**Things to look out for:** Information about all the disadvantaged unincorporated communities in the area. Often LAFCOs will fail to include some small areas. If you are a member of a disadvantaged unincorporated

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<sup>18</sup> Cal. Gov. Code, § 56430(a)(1)

<sup>19</sup> Cal. Gov. Code, § 56430(a)(2)



community, you should pay particular attention to whether the MSR discusses your community and if the information is accurate. As a resident, you are the expert in this area.

☐ **Does the MSR Describe Facility and Service Capacity?**

**The law:** LAFCOs must prepare a written statement of its determinations with respect to present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.<sup>20</sup>

**Things to look out for:** LAFCOs often use this section to provide an overview of services. Make sure it includes an accurate discussion of what is going well—and not well—with service providers. What kinds of service do you lack entirely? Does the MSR identify these gaps?

☐ **Does the MSR Describe Financial Stability?**

**The law:** LAFCOs must prepare a written statement of its determinations with respect to the financial ability of agencies to provide services.<sup>21</sup>

**Things to look out for:** Language in the MSR that describes cost and whether operating the service does not cost money. If a public service provider cannot afford to operate, your local LAFCO may shut it down. Does this section include information about how residents pay for services? How much would it cost to provide better service?

☐ **Does the MSR Describe Opportunities for Shared Facilities?**

**The law:** LAFCOs must prepare a written statement of its determinations with respect to the status of, and opportunities for, shared facilities.<sup>22</sup>

**Things to look out for:** Statements about how areas might be able to share resources. Pay particular attention to information about areas that have historically had more money. Often there will be communities nearby who could benefit from sharing certain services. As the expert about your community, you may have ideas about neighboring communities that are in a position to share resources.

☐ **Does the MSR Describe Community Service Needs?**

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<sup>20</sup> Cal. Gov. Code, § 56430(a)(3)

<sup>21</sup> Cal. Gov. Code, § 56430(a)(4)

<sup>22</sup> Cal. Gov. Code, § 56430(a)(5)

**The law:** LAFCOs must prepare a written statement of its determinations with respect to accountability for community service needs, including governmental structure and operational efficiencies. <sup>23</sup>

**Things to look out for:** Information about who is responsible for communities. Needs should not go unaddressed. This is probably the most important thing to look for in an MSR. Part of the role of the MSR is to highlight gaps in protections for community members. If your community has unmet needs, make sure the LAFCO is aware and the MSR describes them.

#### ☐ **Does the MSR Describe Other Matters?**

**The law:** Finally, MSRs must also contain information on “any other matter related to effective or efficient service delivery as required by commission policy.” <sup>24</sup>

**Things to look out for:** Since this is a catch-all category, the best approach is to think about whether there is anything missing. If there is anything you think is important about the service your community currently receives or lacks, and that issue is not already mentioned, raise it during the public comment period.

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<sup>23</sup> Cal. Gov. Code, § 56430(a)(6)

<sup>24</sup> Cal. Gov. Code, § 56430(a)(7)

# MSR Process: Frequently Asked Questions (FAQs)

## **How Long Does the MSR Process Take?**

Depending on the services provided and the area reviewed, the MSR process can take anywhere from three months to one year to complete.

## **How Do I Attend a LAFCO Meeting?**

The best way to find out when and where your LAFCO meets is to use the contact information provided in Appendix D and call them. In addition, by law, LAFCOs must provide their agendas on their website at least 72 hours before any regular meeting.<sup>25</sup>

## **What is Public Comment?**

Public comment refers to opportunities for community members to speak. You can provide a public comment on agenda items or non-agenda items.

## **What Are Agenda Items?**

Every LAFCO must make its agenda public before each meeting. The agenda will list the items to be discussed and will designate time for community members to speak about each listed item. The agenda for each meeting may also contain a brief general description of each item to be considered so that it is easier to know what your LAFCO is discussing. This may help you plan your public comment.

## **What Are Non-Agenda Items?**

In addition to agenda items, LAFCO meetings provide opportunities for general discussion. If what you want to talk about is not on the agenda for the LAFCO meeting, you should plan to talk about it during the time for general public comment.

## **What is General Public Comment?**

General public comment refers to time that LAFCO sets aside during its meetings to hear from anyone who wants to speak. General public comment usually occurs at the end of the meeting, but you should check the agenda to make sure.

## **How Do You Give Public Comment?**

- **Step 1: Research!** Look up when your LAFCO will be discussing the MSR. You can find that by going to your LAFCO's website or calling the office if the information is not readily available on the website.

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<sup>25</sup> Cal. Gov. Code, § 54954.2(a)(1).

- **Step 2: Prepare** what you want to say (*see sample talking points for public comment in the appendix below*). A written statement is best for detailed or complicated information.
- **Step 3:** Submit a “**Request to Speak**” form. Every LAFCO operates a little differently when it comes to public comment, but most provide a list of speakers on a particular topic. Plan to arrive at least 10 minutes before the scheduled meeting start time and if your LAFCO maintains a speaker list, make sure you add your name to the list as soon as you arrive.
- **Step 4: Speak!** Once your name is called, step up to the podium, state your name for the record, and give your comment. If you put down your name to speak, then you must be the person to do so, you cannot hand it over to someone else.



## Appendix A: Legal Changes of Organization

- **Annexation:** An annexation occurs when a city or district attaches additional territory to its boundary. This process should be pursued if property owners would benefit from an increase in municipal services in their area.
- **Detachment:** A detachment occurs when territory leaves a city or district. This process should be pursued if property owners become dissatisfied with their current service providers or if they wish to separate themselves from their local government.
- **Incorporation:** Incorporation means the formation of a new city. At least 500 people must live in the area to be incorporated. This process should be pursued if the area has the necessary infrastructure to control land use decisions and to receive local revenue.
- **Disincorporation:** Disincorporation occurs when a city terminates its official existence. This is a rare change of organization because it means land use decisions would take place at a county, rather than city level. This process should only be pursued if you no longer want to be part of an official city.
- **Formation:** Formation occurs when a special district comes into existence. This is like a city incorporation but with special districts. This process should be pursued if communities want a specific service and decide that a special district would be the best way to get that service.
- **Dissolution:** Dissolution occurs when a special district ceases to exist. This is like a city disincorporation but with special districts.
- **Consolidation:** A consolidation occurs either when two or more cities join into a single city, or when two or more special districts of the same type unite into a single district. A consolidation *cannot* occur when two districts are formed under different principal acts. This means a fire district and a cemetery district cannot consolidate, but two fire districts can. This process should be pursued if service to multiple areas can be improved by one large entity being in charge rather than multiple small ones.
- **Merger:** A merger occurs when a special district loses its independence and a city takes over its service operations. This process should be pursued where a

special district is failing to maintain certain services in an area. When a merger occurs, a city may establish a separate department to maintain the former special district's services, or the district's services may be absorbed into a current agency or department. For example, a small fire district may be taken over by the city and the city would then be in charge of the fire department.

- **Subsidiary District:** A subsidiary district is formed when the city council serves as the district's board of directors. Instead of becoming part of the city, the subsidiary district is a separate governmental entity. This process should be pursued if a district wants to remain separate from the city but use city resources in its decision-making. For example, the Oceanside Small Craft Harbor District is a subsidiary district of the City of Oceanside.

## Appendix B: Sample Public Comment Script

- Introduction
  - o My name is [name] and I am here to provide public comment on behalf of myself and as a resident of [your county or your community name].
- Talking Points
  - o I have lived in [your community] for [length of time] and there are many things I love but also things I would like to see changed.
  - o I love [describe what you love about your neighborhood].
  - o What I do not love so much is [describe what you want to see changed in your neighborhood].
  - o As a LAFCO, you have the power to review the services in my area and assist me and my community with obtaining better services.
  - o I stand before you today requesting that you use your power for good to help me and my neighbors in [your community name].
  - o Thank you.

## Appendix C: Public Records Act Request

### **What is the Public Records Act?**

The California Public Records Act (PRA) empowers all Californians to access and review documents maintained by state and local government agencies.<sup>26</sup>

### **What kinds of information can I get access to under the PRA?**

A PRA allows you to get access to anything considered a “public record” in both hard copy and in electronic form.<sup>27</sup> MSRs are considered public records because they are maintained by a local agency (your local LAFCO) and the information in them impacts your life.<sup>28</sup>

### **Who can request documents?**

Any member of the public can request documents under the PRA, including individuals and organizations.<sup>29</sup>

### **What is the process for requesting documents?**

You can make requests verbally or in writing, though it is strongly recommended that you make requests in writing for ease of tracking and follow-up.

### **What should I include in my request?**

When making a request, be sure to clearly state:

- That you are exercising your rights under the PRA to request public records;
- What documents you are requesting;
- Where and how you would like to receive documents (e.g., your home, P.O. box, email address); and
- How staff can reach you if they have any questions or require clarification about your request (e.g., email, phone)

### **What happens after I make my request?**

Once your LAFCO has received your request, it has 10 days to review its records and to let you know if it has any documents that are responsive to your request and can be shared with you. A LAFCO can request a 14-day extension for its initial response.

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<sup>26</sup> See Cal. Gov. Code, §§ 6250-6276.48.

<sup>27</sup> See Cal. Gov. Code, § 6252(e).

<sup>28</sup> See Cal. Gov. Code, § 6252(e).

<sup>29</sup> See Cal. Gov. Code, § 6252(b).

There is no strict deadline for when the agency must turn the records over to you, but it must be within a reasonable amount of time.

**Is there anything else I should know about PRAs?**

It is important to note that some agencies will ask you to pay a small fee to cover the costs of making copies of the records. Other agencies may waive this fee if the cost is too large for the requester. For more information about the California Public Records Act, you can review the League of California Cities' guide to the PRA titled, *The People's Business*.<sup>30</sup>

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<sup>30</sup> Available at <https://www.cacities.org/Resources/Open-Government/THE-PEOPLE%E2%80%99S-BUSINESS-A-Guide-to-the-California-Pu.aspx>



## Appendix D: LAFCO Contact Information

- Alameda County
  - o Executive Officer: Rachel Jones
  - o Mailing Address: 1221 Oak Street, Room 555  
Oakland, CA 94612
  - o Email Address: [rachel.jones@acgov.org](mailto:rachel.jones@acgov.org)
  - o Phone Number: (510) 271-5142
  - o LAFCO Website: <https://www.acgov.org/lafco/>
- Alpine County
  - o Executive Officer: Teola Tremayne,
  - o Mailing Address: P.O. Box 158  
Markleeville, CA 96120
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- Amador County
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- Butte County
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- Colusa County
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- Del Norte County
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- Fresno County
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- Glenn County
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- Humboldt County
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- Sierra County
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- Siskiyou County
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- Solano County
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