

**Municipal Service Review  
City of Cudahy  
August 12, 2015**

**Chapter One: LAFCO Background**

*Municipal Boundaries*

The State of California possesses the exclusive power to regulate boundary changes. Cities and special districts do not have the right to change their own boundaries without State approval.

The California Constitution (Article XI, Section 2.a) requires the Legislature to “prescribe [a] uniform procedure for city formation and provide for city powers.” The Legislature also has the authority to create, dissolve, or change the governing jurisdiction of special districts because they receive their powers only through State statutes.

The Legislature has created a “uniform process” for boundary changes for cities and special districts in the Cortese Knox-Hertzberg Local Government Reorganization Act of 2000 (California Government Code Section 56000 *et seq*). The Act delegates the Legislature’s boundary powers over cities and special districts to Local Agency Formation Commissions (LAFCOs) established in each county in the State. The Act is the primary law that governs LAFCOs and sets forth the powers and duties of LAFCOs.

In addition to the Act, LAFCOs must comply with the following State laws:

- California Revenue and Taxation Code Sections 93 and 99. LAFCO considers the revenue and taxation implications of proposals and initiates the property tax negotiation process amongst agencies affected by the proposal.
- California Environmental Quality Act (CEQA) (California Public Resources Code Section 21000 *et seq*) and the related CEQA Guidelines (Title 14, California Code of Regulations Section 15000 *et seq*). Applications before LAFCO may be “projects” under CEQA, which requires that potential environmental impacts be analyzed prior to Commission action.
- Ralph M. Brown Act (California Government Code Section 54950 *et seq*). Commonly known as the State’s “open meeting law,” the Brown Act insures that the public has adequate opportunity to participate in the LAFCO process.
- Political Reform Act (California Government Code Section 81000 *et seq*). Commissioners and some LAFCO staff subject to the Act, with requirements including the filing of annual reports of economic interests.

### What are LAFCO's?

LAFCOs are public agencies with county-wide jurisdiction for the county in which they are located. LAFCOs oversee changes to local government boundaries involving the formation and expansion of cities and special districts.

In creating LAFCOs, the Legislature established four priorities: encourage orderly growth and development, promote the logical formation and determination of local agency boundaries, discourage urban sprawl, and preserve open space and prime agricultural lands.

Created by the State but with local (not State) appointees, each of the 58 counties in the State of California has a LAFCO. Each LAFCO operates independently of other LAFCOs, and each LAFCO has authority only within its corresponding county.

While a LAFCO may purchase services from a county (i.e., legal counsel, employee benefits, payroll processing), LAFCO's are not County agencies.

### Local Agency Formation Commission for the County of Los Angeles

LA LAFCO regulates the boundaries of all 88 incorporated cities within the County of Los Angeles. LAFCO regulates most special district boundaries, including, but not limited to:

- California water districts
- Cemetery districts
- Community service districts ("CSDs")
- County service areas ("CSAs")
- County waterworks districts
- Fire protection districts
- Hospital and health care districts
- Irrigation districts
- Library districts
- Municipal utility districts
- Municipal water districts
- Reclamation districts
- Recreation and parks districts
- Resource conservation districts
- Sanitation districts
- Water replenishment districts

LAFCO does not regulate boundaries for the following public agencies:

- Air pollution control districts
- Bridge, highway, and thoroughfare districts
- Community college districts
- Community facility districts (aka "Mello-Roos" districts)
- Improvement districts
- Mutual water companies

- Private water companies
- Redevelopment agencies
- School districts
- Special assessment districts
- Transit and transportation districts

LAFCO does not regulate the boundaries of counties. County boundary adjustments are within the purview of the boards of supervisors for the involved counties.

State law specifically prohibits LAFCOs from imposing terms and conditions which “directly regulate land use, property development, or subdivision requirements.” In considering applications, however, State law requires that LAFCO take into account existing and proposed land uses, as well as General Plan and zoning designations, when rendering its decisions.

The Local Agency Formation Commission for the County of Los Angeles (LA LAFCO, the Commission, or LAFCO) is composed of nine voting members:

- Two members of the Los Angeles County Board of Supervisors (appointed by the Los Angeles County Board of Supervisors);
- One member of the Los Angeles City Council (appointed by the Los Angeles City Council President);
- Two members of city councils who represent the other 87 cities in the county other than the City of Los Angeles (elected by the City Selection Committee);
- Two members who represent independent special districts (elected by the Independent Special Districts Selection Committee);
- One member who represents the San Fernando Valley (appointed by the Los Angeles County Board of Supervisors); and
- One member who represents the general public (elected by the other 8 members).

LAFCO also has six alternate members, one for each of the six categories above.

The Commission holds its “regular meetings” at 9:00 a.m. on the second Wednesday of each month. The Commission periodically schedules “special meetings” on a date other than the second Wednesday of the month. Commission meetings are held in Room 381B of the Kenneth Hahn Hall of Administration, located at 500 West Temple Street in downtown Los Angeles. Public notice, including the Commission agenda, is posted at the Commission meeting room and on LAFCO’s web-site ([www.lalafco.org](http://www.lalafco.org)).

The Commission appoints an Executive Officer and Deputy Executive Officer. A small staff reports to the Executive Officer and Deputy Executive Officer.

LAFCO’s office is located at 80 South Lake (Suite 870) in the City of Pasadena. The office is open Monday through Thursday from 7:00 a.m. to 5:00 p.m. The office is closed on Fridays.

### What are LAFCO's responsibilities?

LAFCO oversees changes to local government boundaries involving the formation and expansion of cities and special districts. This includes annexations and detachments of territory to and/or from cities and special districts; incorporations of new cities; formations of new special districts; consolidations of cities or special districts; mergers of special districts with cities; and dissolutions of existing special districts. LAFCO also approves or disapproves proposals from cities and special districts to provide municipal services outside their jurisdictional boundaries (these public agencies can provide services outside of their boundaries under very limited circumstances).

An important tool used in implementing the Act is the adoption of a Sphere of Influence (SOI) for a jurisdiction. An SOI is defined by Government Code Section 56425 as "...a plan for the probable physical boundary and service area of a local agency." An SOI represents an area adjacent to a city or special district where a jurisdiction might be reasonably expected to provide services over the next 20 years. The SOI is generally the territory within which a city or special district is expected to annex.

LAFCO determines an initial SOI for each city and special district in the County. The Commission is also empowered to amend and update SOIs.

All jurisdictional changes, such as incorporations, annexations, and detachments, must be consistent with the affected agency's Sphere of Influence, with limited exceptions.

### Municipal Service Reviews

State law also mandates that LAFCO prepares Municipal Service Reviews (MSRs). An MSR is a comprehensive analysis of the municipal services, including an evaluation of existing and future service conditions, provided in a particular region, city, or special district. Related to the preparation of MSRs, and pursuant to State Law, LAFCOs must review and update SOIs "every five years, as necessary." The Commission adopted MSRs for all cities and special districts in the County prior to the January 1, 2008 deadline (Round One).

Some LAFCOs prepare MSRs for each city and special district in their region every five years. Other LAFCOs do not prepare MSRs proactively; rather, when a city, special district, or petitioner wants to expand the boundaries of an SOI, the LAFCO requires that the applicant pay for the preparation of an MSR in advance of the SOI determination. Most LAFCOs take an intermediate approach, above, preparing MSRs for a select group of cities and special districts every five years. This is the approach taken by the Commission (LA LAFCO) at its meeting of March 9, 2011. Staff is currently preparing MSR's for 9 cities and 14 special districts (Round Two). Staff has completed MSRs for three cities (Compton, Gardena, and Santa Clarita) and three<sup>1</sup> special districts (Huntington Municipal Water District, Palmdale Water District and Sativa County Water District), all of which have been adopted by the Commission.

In preparing MSRs, LAFCOs are required to make seven determinations:

- Growth and population projections for the affected area;

- The location and characteristics of any disadvantaged unincorporated communities (DUCs) within or contiguous to a city or district's SOI;
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs of deficiencies;
- Financial ability of agencies to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter related to effective or efficient service delivery.

Although State law requires the preparation of MSRs, the State does not provide funding to LAFCOs to perform this work. Some MSRs are prepared utilizing existing LAFCO staff; in other instances, LAFCO retains a consultant. When consultants are required, LAFCOs utilize a portion of its existing annual budget; additionally, LAFCO may request voluntary contributions from the involved city or special district.

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## Chapter Two: City Background

### City of Cudahy

The City of Cudahy is “named for its founder, meat-packing baron Michael Cudahy, who purchased the land known as Rancho San Antonio in 1908 for development.”<sup>1</sup> The city was incorporated as a general law city on November 10, 1960.<sup>2</sup> The city’s population in 2013 is estimated at 24,103.<sup>3</sup> Cudahy is 1.23 square miles in size (second smallest city after Hawaiian Gardens), giving the city a population density of 19,596 persons per square mile.

In 2012, the City had 5,607 housing units, the median housing price was \$258,000, and the median household income was \$39,469.<sup>4</sup> There are four parks, six schools, one post office, and one public library in the city.<sup>5</sup>

The city is surrounded by the cities of Bell, Bell Gardens, Huntington Park, and South Gate. The vast majority of city territory is westerly of the Los Angeles River, with a small portion of the city located easterly of the LA River and near the Long Beach (I-710) Freeway. Cudahy is bisected by Atlantic Avenue, a major regional commercial corridor, the majority of the city is built-out. Most of the city is developed with multi-family residences, with some single-family residences as well. The topography of Cudahy is relatively flat.

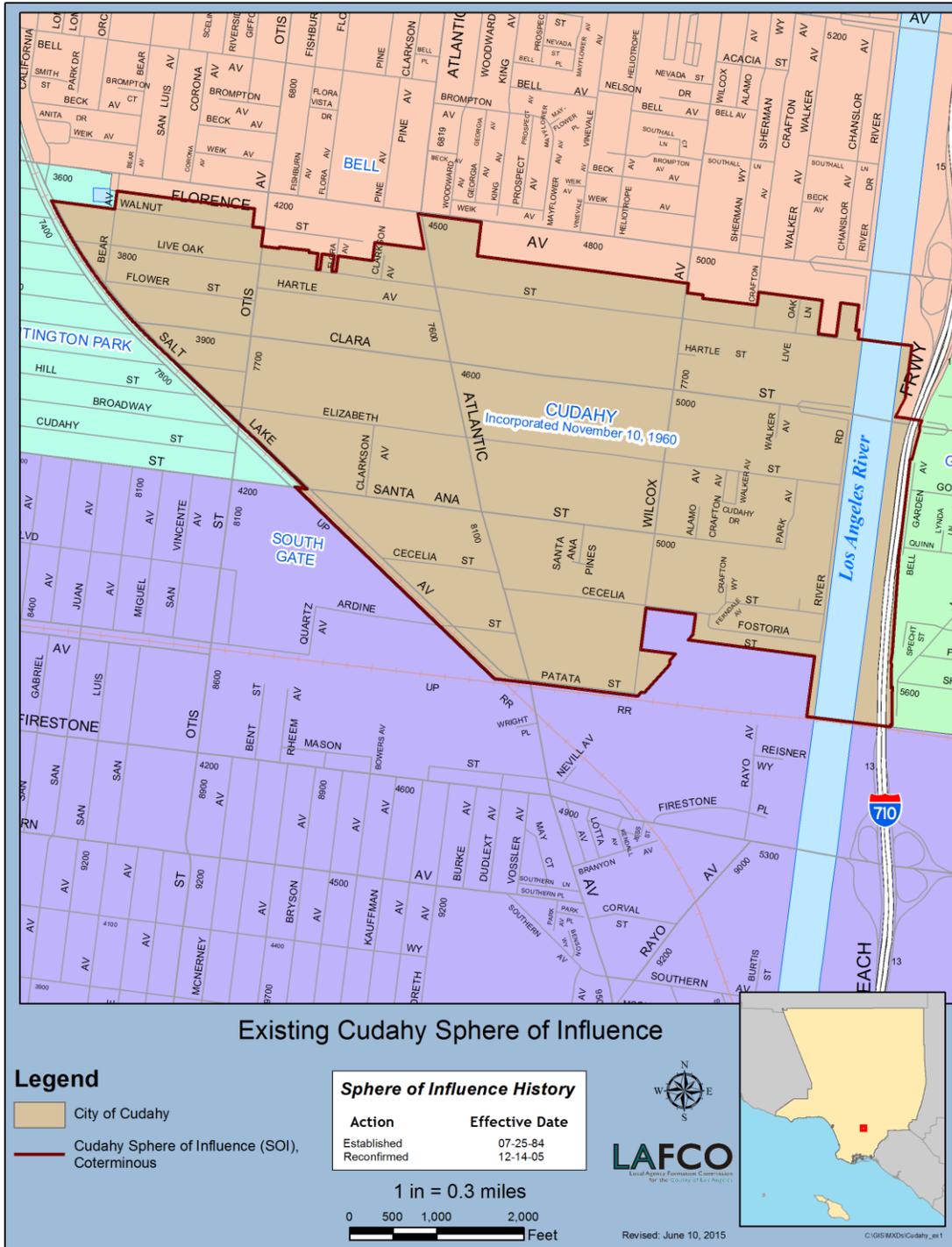
The city neither contains, nor is adjacent to, any unincorporated communities (see Existing Cudahy Sphere of Influence, Exhibit 1).

Cudahy is governed by a 5-member city council, elected at-large to four-year terms. The City Council selects a mayor and vice mayor from its membership on an annual basis

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### Exhibit 1 Existing Cudahy Sphere of Influence



### Chapter Three: Discussion and Determinations

Government Code Section 56430 requires LAFCO to “conduct a service review of the municipal services” and to “prepare a written statement of its determinations” relative to several factors. This chapter addresses these factors and includes the recommended determinations.

#### Population Projections

According to the United States Census Bureau, the 2010 population of the City of Cudahy was 23,805; and the estimated population in 2013 is 24,103.<sup>6</sup> This is an overall increase of 298 persons over a three-year period, or less than 100 persons per year.

SCAG’s 2012 Regional Transportation Plan (RTP) estimates the 2008 population of Cudahy to be 23,600 residents, which is reasonably consistent with the 2010 Census Bureau count of 23,805 residents.<sup>7</sup> The RTP forecast projects nominal growth in Cudahy, as shown in Exhibit 2, below:

<b>Exhibit 2</b>				
<b>City of Cudahy Population Projections (SCAG 2012 RTP)<sup>8</sup></b>				
<u>Year</u>	<u>Population</u>	<u>Overall Increase</u>	<u>Annual Increase</u>	<u>Annual Growth Rate</u>
2008	23,600	N/A	N/A	N/A
2020	25,200	1,600	133	0.99%
2035	27,200	2,000	133	0.99%

In conclusion, the population of Cudahy is unlikely to grow significantly over the next twenty years.

#### **Determinations:**

- **Cudahy is a largely built-out city, with most of the city devoted to residential uses. There is one major retail-commercial corridor along Atlantic Avenue.**

- **Cudahy is projected to add roughly 133 persons per year over the next two decades, which represents a modest growth increase of less than one-percent (1%) per year).**
- **Given a relatively stable population, the demand for services is unlikely to increase in any significant fashion.**

#### *Disadvantaged Unincorporated Communities*

Pursuant to the State's passage of Senate Bill 244, as of January 1, 2012, LAFCOs are required to make determinations regarding Disadvantaged Unincorporated Communities (DUCs) for an Update of a Sphere of Influence. The law defines a DUC as a community with an annual median household income that is less than 80% (eighty percent) of the statewide annual median household income. The law also requires that LAFCOs consider "the location and characteristics of any disadvantaged communities within or contiguous to the sphere of influence" when preparing an MSR.

The city neither contains, nor is adjacent to, any unincorporated communities, and therefore there are no DUCs within or contiguous to the City of Cudahy and its SOI.

#### **Determinations:**

- **There is no impact upon the location and characteristic of any Disadvantaged Unincorporated Communities (DUCs) because there are no unincorporated communities, and therefore no DUCs, within or contiguous to the City of Cudahy and its SOI.**

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Present and Planned Capacity of Public Facilities

Providers of municipal services in the City of Cudahy are identified in Exhibit 3, below.

<b>Exhibit 3</b>	
<b>City of Cudahy Municipal Services</b>	
Police	Los Angeles County Sheriff Department
Fire & Paramedic	Los Angeles County Fire Department
Ambulance Services	Care Ambulance Service
Water Retailer(s)	Tract 180 Water Company (east of Atlantic Avenue) Tract 349 Water Company (west of Atlantic Avenue)
Electricity	Southern California Edison
Natural Gas	Southern California Gas Company
Sanitation	County Sanitation District 1
Sewer Maintenance	County of Los Angeles Consolidated Sewer Maintenance District
Solid Waste	Private hauler pursuant to City franchise
Flood Control	Los Angeles County Flood Control District (LAFCFCD)
Stormwater Maintenance	Los Angeles County Department of Public Works
Street Maintenance	Private hauler pursuant to city franchise
Animal Control	Los Angeles County Department of Animal Control
Parks & Recreation	Direct
Library	Los Angeles County Public Library System
Transit	Metro, Direct
Land Use	Direct
Building	Direct

**Basic City Services:** The City provides basic city services directly, utilizing several departments: city manager, city clerk, community development, community services, parks & recreation, and public works. Other services are secured on a contract basis, as noted herein.

**Law enforcement/police:** Law enforcement services in the City of Cudahy are provided under contract by the Los Angeles Sheriff's Department (LASD).

LASD personnel is based at the East Los Angeles Station, located at 5019 Third Street in the unincorporated community of East Los Angeles. In addition to the City of Cudahy, LASD from the East LA Station services the cities of Commerce and Maywood and the unincorporated communities of Belvedere Gardens, City Terrace, Eastmont, East Los Angeles, and Saybrook Park.<sup>9</sup>

As measured by LASD, the number of reported incidents in 2012 decreased from 1,826 in Calendar Year 2011 to 1,824 in Calendar Year 2012, and the number of arrests decreased from 689 in Calendar Year 2011 to 685 Year in Calendar Year 2012 (the most recent years for which data is available).<sup>10</sup> These changes are essentially static, as the crime statistics vary by less than one-percent. Prior to 2010, Cudahy contracted with the Maywood Police Department (the Maywood Police Department has since been disbanded).

LASD is one of the largest municipal law enforcement agencies in the entire country. In addition to patrolling all unincorporated areas, LASD has a large contract services division whereby it provides law enforcement services to 40 cities throughout the county. LASD has been providing contract services to Cudahy since September of 2010. There are no apparent capacity issues associated with LASD's continuing to provide contract law enforcement services to the City of Cudahy.

**Fire:** Structural fire protection services are provided by the Consolidated Fire Protection District of the County of Los Angeles (CFPD). The CFPD covers all unincorporated areas of the County, as well as 58 cities. Because Cudahy is within the boundaries of the CFPD, property-owners pay an annual assessment on their property taxes, which pays for the costs of CFPD services within the city (as opposed to so-called "fee-for-service" cities, which receive CFPD services under contract).

There are three local fire stations which serve the City of Cudahy:

- Station #54 at 4867 Southern Avenue in the City of South Gate;
- Station #163 at 6320 Pine Avenue in the City of Bell; and
- Station #165 at 3255 Saturn Avenue in the City of Huntington Park

The CFPD's average response time (emergency and non-emergency incident) is 5:25 in the City of Cudahy; this is reasonably consistent with the standard adopted by the National Fire Protection Association (NFPA) of five minutes for fires and basic life support responses and 8 minutes for advance life support (paramedic) responses in urban areas.<sup>11</sup>

**Water Retailers:** Retail water service is provided by two private water companies: Tract 180 Water Company (serving the area east of Atlantic Avenue), Tract 349 Water Company (serving the area west of Atlantic Avenue). Tract 180 and Tract 349 are mutual water companies owned

by ratepayers who elect a board of directors. Both retailers purchase water from the Central Basin Municipal Water District.

**Wastewater Treatment:** The Sanitation Districts of Los Angeles County treat the wastewater generated in the City of Cudahy, which is located within the boundaries of County Sanitation District No. 1. The City of Cudahy has a representative (Mayor Chris Garcia) on the board of directors for Sanitation District No. 1.

Wastewater generated in Cudahy is treated at the Joint Water Pollution Control Plant (JWPCP) in nearby Carson. The JWPCP is one of the largest wastewater treatment plants in the world and is the largest plant operated by the Sanitation Districts, with the capacity to treat 280 million gallons of wastewater per day.<sup>12</sup> The JWPCP is currently providing adequate service to the City of Cudahy. Given that that only modest growth is expected in the City between now and 2035; combined with the history, size, and operational abilities of the Sanitation Districts; there are no apparent service nor capacity issues for wastewater treatment.

**Sewer Maintenance:** The City’s sewers are maintained by the County of Los Angeles Consolidated Sewer Maintenance District, which is managed by the Los Angeles County Department of Public Works. The CSMD maintains sewers in unincorporated areas and 40 cities throughout the County, serving a population of more than 2.3 million people. The District’s annual budget is approximately \$60 million.<sup>13</sup> Given that only modest growth expected in the City over the next twenty years; combined with the CSMD’s size, track record, and operational abilities; there are no apparent service nor capacity issues for sewer maintenance.

**Solid Waste:** Trash collection is handled by private hauler under franchise to the City of Cudahy.

**Parks:** The City’s Parks and Recreation Department manages four parks: Clara Street, Cudahy, Lugo, and Cudahy River. The acreage of these parks is:

Clara Street Park	4.12 acres
Cudahy Park:	7.58 acres
Cudahy River Park	0.24 acres
Lugo Park	<u>4.21</u> acres
 Total:	 16.15 acres

The State of California preferred standard of parkland to residents is 3 acres of parkland to every 1,000 residents. For Cudahy, with a 2013 population of 24,103 residents, this would equal 72.3 acres, or a shortage of 56.15 acres.

The City of Cudahy should attempt to identify sites suitable for the construction of new parks in an effort to bring the number of parkland acres up to the 3 per 1,000 standard.

The issue is challenging for a built-out, densely-populated city, particularly one facing other budgetary challenges. Further, Cudahy’s shortfall is not unusual: many cities in Los Angeles County do not meet the 3 per 1,000 standard.

The City's Parks and Recreation Department also offers various sports programs (basketball, boxing, and soccer) and other recreational courses (ballet, judo, and Zumba).

**Other Services:** Cudahy participates in the Los Angeles County Public Library System, which operates one library in the city, located at 5218 Santa Ana Street. Animal regulation is provided on a contract basis by the County of Los Angeles Animal Care and Control Department. Both agencies provide service in all County unincorporated areas and to multiple cities throughout the County. Both agencies are currently providing adequate service to the City of Cudahy and do not present any apparent capacity issues.

**Determinations:**

- **The City of Cudahy provides municipal services through a combination of in-house city departments and regional providers such as the Los Angeles County Sheriff's Department, the Consolidated Fire Protection District of the County of Los Angeles, the Sanitation Districts of Los Angeles County, and the County of Los Angeles Sewer Maintenance District. These regional providers provide adequate service to City residents and business-owners, and the City of Cudahy should continue to maintain positive working relationships with these agencies.**
- **Given the City's budgetary constraints (see "Financial Ability of Agencies to Provide Services," below), it would be difficult if not impossible for the City to establish independent service-providers.**
- **The City of Cudahy should attempt to acquire and develop new parkland, with the goal of providing the additional 56.15 acres of parkland that it should have pursuant to the State of California's recommended standard.**

*Financial Ability of Agencies to Provide Services*

In April of 2014, the State of California Controller's Office (SCO) released a series of audits relative to the City of Cudahy's administrative and internal accounting controls, the transfer of assets formerly owned by the City's Redevelopment Agency, and transportation funds. The findings of the audits noted the following:

- "Corruption charges filed against previous City Council members."
- "Possible illegal raises authorized by the previous City Manager who was terminated in March 2011."
- "The 2010-11 independent financial audit was not issued until November 27, 2012, nearly one year after such an audit should have been completed. In addition, the audit firm declined to express an opinion."
- "General Fund expenditures have exceeded revenues in each year" (\$by \$332,500- in FY 2009-10; by \$582,500 in FY 2010-11; and by \$823,000 in FY 2011-12).

- “SCO concluded that there is reason to believe that the City’s ability to provide reliable and accurate information relating to required financial reports submitted by the City is questionable.”
- “We found the City of Cudahy’s administrative and internal accounting control deficiencies to be serious and pervasive. As a result, the potential for fraud, waste, and abuse is very high.”
- “Our review found that the RDA [redevelopment agency] transferred \$26,505,820 in assets [to the City-controlled agencies) after January 1, 2011, including unallowable transfers totaling \$22,744,864, or 85.81% of transferred assets . . . These assets must be turned over to the Successor Agency.”<sup>14</sup>

The excerpts represent merely a portion of the SCO’s findings—the three audits are significantly more detailed. Collectively, the audits show a lack of control over basic financial matters like employee compensation, contracting, credit card usage, cell phone usage, and expense verification. Further, the audits documented record-keeping that was inaccurate, incomplete, or missing entirely. The SCO’s findings present a range of concerns about financial mismanagement, which collectively, paint a less than flattering picture of city governance.

While the audit results are troubling, staff notes the following:

- Several issues raised in the SCO’s audits involve elected officials or staff who are no longer affiliated with the City of Cudahy.
- Actions taken by new leadership on the Cudahy City Council resulted in a written request from Mayor Chris Garcia to the State Controller requesting the audits.
- According to the City’s written response, it is working to implement the SCO recommendations relative to administrative and internal accounting controls.
- As the Controller noted in a letter to Cudahy Mayor Chris Garcia, “It should be noted that the City generally agreed with the findings noted in the report [administrative and internal accounting controls] and is in the process of developing correcting actions and implementing our recommendations. Therefore, the City should be commended for taking these matters seriously and being proactive in resolving the noted deficiencies.”<sup>15</sup>

In short, the efforts to reform Cudahy city government are a work-in-progress. The administrative, personnel-related, and cultural changes required are on-going, and will have to continue for several years before being fully implemented.

#### **Determinations:**

- **Cudahy faces on-going and long term financial and management challenges which impede the City’s ability to provide the same level of services it has provided in the past.**

- **Cudahy's elected and appointed officials should continue to implement all of the SCO recommendations.**

#### Status of, and Opportunities for, Shared Facilities

The City has several shared programs and facilities, including:

- Law enforcement services are provided under a contract with the Los Angeles Sheriff's Department (LASD).
- Structural fire protection services are provided by the Consolidated Fire Protection District of the County of Los Angeles (CFPD).
- Sewage disposal is operated and maintained by the County Sanitation Districts, and sewer lines are maintained by the Consolidated Sewer Maintenance District operated by the Los Angeles County Department of Public Works.
- Participation in the County of Los Angeles Library system.
- Los Angeles County Animal Care & Control bills Cudahy and provides animal regulation services within the City.

There are no apparent opportunities for additional shared facilities.

#### **Determinations:**

- **There are no apparent opportunities for additional shared facilities.**

#### Accountability for Community Service Needs

As noted in the SCO's audit, previous City record-keeping procedures were inadequate, resulting in a lack of information available to State auditors. This included not only basic financial documents, but, in some instances, missing or incomplete records of City Council meetings, contracts with outside vendors, and employee compensation.

The City's website does not include basic information that should be readily available to the public. For example, while City Council agendas are available on-line, the corresponding staff reports and back-up documents are not available, nor are the minutes of previous City Council meetings (many other city websites, as well as other public agency websites, have links to these documents). Staff was unable to locate the City's most recent budget, annual audit, or current General Plan (only the Housing Element could be located). Despite these concerns, staff notes that the City's 2014 Financial Statements are available on the website's homepage; the "City Manager's Report," issued every two weeks, is an outstanding summary of city and communities. In the interest of better informing the public, the City's website could use some attention and additional resources.

**Determinations:**

- **City representatives should devote resources to overhauling the City's website, in an effort to provide more readily-available information in an on-line format.**

*Other Matters*

According to the State Department of Housing and Community Development, in its most recent letter to the City of Cudahy (March 6, 2014), the City has made significant progress towards receiving HCD's approval of the City's Housing Element of its General Plan. There is one outstanding item, which is that the City needs to update its zoning ordinance relative to allowing year round emergency shelters.<sup>16</sup>

**Determinations:**

(No additional determinations)

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## Chapter Four – Compilation of all MSR Determinations

### Population Projections:

- Cudahy is a largely built-out city, with most of the city devoted to residential uses. There is one major retail-commercial corridor along Atlantic Avenue.
- Cudahy is projected to add roughly 133 persons per year over the next two decades, which represents a modest growth increase of less than one-percent (1% per year).
- Given a relatively stable population, the demand for services is unlikely to increase in any significant fashion.

### Disadvantaged Unincorporated Communities:

- There is no impact upon the location and characteristic of any Disadvantaged Unincorporated Communities (DUCs) because there are no unincorporated communities, and therefore no DUCs, within or contiguous to the City of Cudahy and its SOI.

### Present and Planned Capacity of Public Facilities:

- The City of Cudahy provides municipal services through a combination of in-house city departments and regional providers such as the Los Angeles County Sheriff's Department, the Consolidated Fire Protection District of the County of Los Angeles, the Sanitation Districts of Los Angeles County, and the County of Los Angeles Sewer Maintenance District. These regional providers provide adequate service to City residents and business-owners, and the City of Cudahy should continue to maintain positive working relationships with these agencies.
- Given the City's budgetary constraints (see "Financial Ability of Agencies to Provide Services," below), it would be difficult if not impossible for the City to establish independent service-providers.
- The City of Cudahy should attempt to acquire and develop new parkland, with the goal of providing the additional 56.15 acres of parkland that it should have pursuant to the State of California's recommended standard.

### Financial Ability of Agencies to Provide Services:

- The City of Cudahy provides municipal services through a combination of in-house city departments and regional providers such as the Los Angeles County Sheriff's Department, the Consolidated Fire Protection District of the County of Los Angeles, the Sanitation Districts of Los Angeles County, and the County of Los Angeles Sewer Maintenance District. These regional providers provide

adequate service to City residents and business-owners, and the City of Cudahy should continue to maintain positive working relationships with these agencies.

- Given the City’s budgetary constraints (see “Financial Ability of Agencies to Provide Services,” below), it would be difficult if not impossible for the City to establish independent service-providers.
- The City of Cudahy should attempt to acquire and develop new parkland, with the goal of providing the additional 56.15 acres of parkland that it should have pursuant to the State of California’s recommended standard.

Status of, and Opportunities for, Shared Facilities:

- There are no apparent opportunities for additional shared facilities.

Accountability for Community Service Needs:

- City representatives should devote resources to overhauling the City’s website, in an effort to provide more readily-available information in an on-line format.

Other Matters

(None)

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## Chapter Five – SOI Recommendations

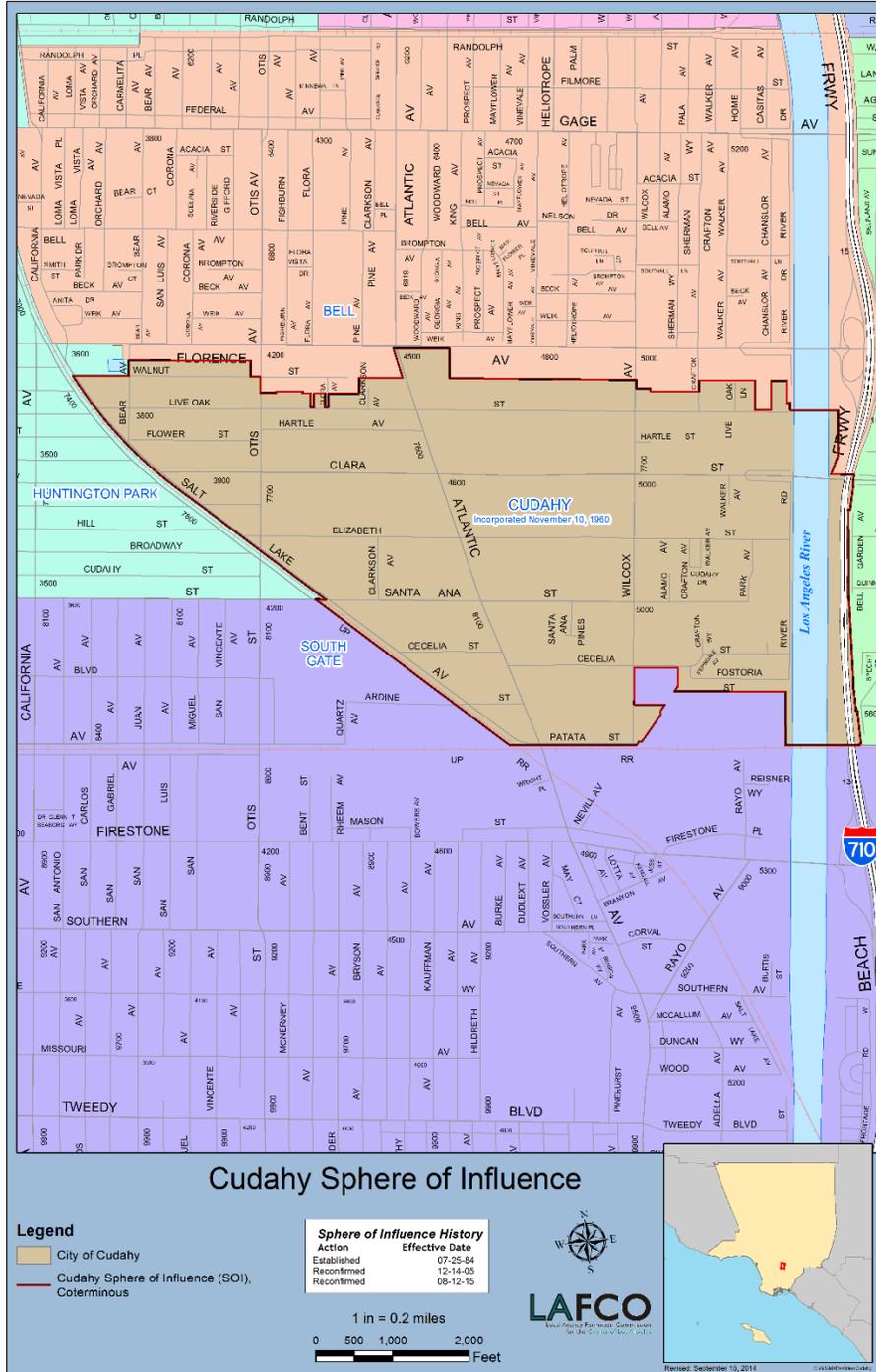
### City of Cudahy Sphere of Influence SOI Recommendations:

1. **Retain Cudahy's Existing Coterminous Sphere of Influence.** The City's SOI was established on July 25, 1984. On December 14, 2005, the Commission reconfirmed the Coterminous SOI (as a component of the Gateway Municipal Service Review). Given that Cudahy is surrounded by other incorporated cities, with no adjacent unincorporated communities, and changes to the city's boundary are unlikely, staff recommends that the Commission retain the existing Coterminous SOI for the City of Cudahy.

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### Exhibit 4 Proposed Cudahy Sphere of Influence



**City of Cudahy  
Municipal Service Review**

**Footnotes**

Footnotes:

1. About the City, City of Cudahy Website; April 23, 2015.
2. Cities within the County of Los Angeles, County of Los Angeles Chief Executive Officer website; May 20, 2015.
3. American FactFinder, United States Department of Commerce, Census Bureau website; April 22, 2015.
4. Profile of the City of Cudahy, Southern California Association of Governments, May 2013.
5. About the City, City of Cudahy Website; April 23, 2015.
6. American FactFinder, United States Department of Commerce, Census Bureau website; April 22, 2015.
7. Adopted RTP Growth Forecast, Southern California Association of Governments Regional Transportation Plan; May 2013.
8. Ibid.
9. LASD Patrol Station Areas, Los Angeles Sheriff's Department 2012 Annual Report, Page 60.
10. East Los Angeles Station – Cudahy 2012 Incidents & Arrest Summary, Los Angeles Sheriff's Department Website; April 23, 2015.
11. E-mail from Lorraine Buck, Planning Division, Los Angeles County Fire Department, to Paul Novak; May 26, 2015.
12. Joint Water Pollution control Plant (JWPCP), Sanitation Districts of Los Angeles County website; May 20, 2015.
13. Sewer Maintenance Districts' Maintenance and Operations Manual, County of Los Angeles Department of Public Works, Page 1; January 25, 2012.

**Footnotes (continued)**

14. City of Cudahy Review Report, Administrative and Internal Accounting Controls; Cudahy Redevelopment Agency Asset Transfer Review, Review Report; and City of Cudahy Audit Report, Special Gas Tax Street Improvement Fund, Traffic Congestion Relief Fund Allocations, and Proposition 1B Fund Allocations; John Chiang, California State Controller, April 2014.
15. Letter from John Chiang (California State Controller) to the Honorable Chris Garcia (Mayor of the City of Cudahy); April 15, 2014.
16. Letter from Glen A. Campora (Assistant Deputy Director, Department of Housing & Community Development, State of California) to Henry Garcia (Interim City Manager); of March 6, 2014.