
Alameda Local Agency Formation Commission

NOTICE OF REGULAR MEETING AND AGENDA

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

THURSDAY, SEPTEMBER 9, 2021

2:00 P.M.

[This meeting will be conducted by Teleconference](#)

[Written public comments may be submitted PRIOR to the meeting \(Deadline September 8th at 5:00 P.M.\)](#)

[Public comments DURING the meeting:](#)

[See COVID-19 – Notice of Meeting Procedures on page 4 of the Agenda](#)

Sblend Sblendorio, Chair — Nate Miley — David Haubert — Melissa Hernandez — Bob Woerner — Ralph Johnson — Ayn Wieskamp
Wilma Chan, Alternate — Karla Brown, Alternate — Georgan Vonheeder-Leopold, Alternate — John Marchand, Alternate

<https://us02web.zoom.us/j/88603356399?pwd=N0Z6TWUvbmJXUjJ5Uk01R0p2cDRhQT09>

Meeting ID: 886 0335 6399

Password (if prompted): alameda

Join Teleconference Meeting by Telephone:

Dial (669)-900-9128

Follow the prompts: Meeting ID: 886 0335 6399

Password (if prompted): 7767032

Please avoid the speakerphone function to prevent echoing.

If you need assistance before the meeting, please contact Executive Officer, Rachel Jones at:
rachel.jones@acgov.org

1. **2:00 P.M. – Call to Order**

2. **Public Comment:** Anyone from the audience may address the Commission on any matter not listed on the agenda and within the jurisdiction of the Alameda LAFCO. The Commission cannot act upon matters not appearing on the agenda. *Speakers are limited to three (3) minutes.*

3. **Consent Items:**
 - a. Approval of Meeting Minutes: July 8, 2021 Regular Meeting
 - b. Approval of Meeting Dates for 2022 Calendar Year
 - c. Request to Reschedule LAFCO's November 11th Regular Meeting
 - d. Time Extension: Annexation of Coyote Hills Regional Park to Union Sanitary District
 - e. End of Fiscal Year 2020-2021 Budget Report

4. **Preliminary Summary on LAFCO’s Measure D Study (Regular)** – Alameda LAFCO will receive a presentation from consultant, Scott Gregory of Lamphier-Gregory, on a preliminary summary of the Commission’s review of Measure D. A PowerPoint Presentation will be provided at the time of the meeting.

LAFCO Staff Recommendation: Commission discussion and feedback only.

5. **Proposed Fiscal Reserve Policy (Regular)** – Alameda LAFCO will review a proposed fiscal reserve policy that sets to maintain an appropriate operational reserve level and establishes a protocol for crediting excess unassigned funds (surpluses). The proposed policy adds discretionary standards and marked by establishing a minimum reserve level of unassigned reserves equal to four months of budgeted expenses or 33.3% of LAFCO’s annual operating budget. The proposed update is being presented to the Commission for feedback with the anticipation of returning to the Commission for approval at its next regular meeting.

LAFCO Staff Recommendation: Provide feedback on the proposed policy, including direction on desired revisions, before returning for Commission action as early as November 2021.

6. **Matters Initiated by Members of the Commission**

7. **Executive Officer Report**

- a. LAFCO Public Meetings Update
- b. LAFCO Presentations and Agency Outreach
- c. Update on Countywide Water, Wastewater, Stormwater and Flood Control Services MSR

8. **Informational Items**

- a. Current and Pending Proposals
- b. Progress Report on Work Plan
- c. Cancellation of the CALAFCO Annual Conference (verbal report)

9. **Adjournment of Regular Meeting**

Next Meetings of the Commission

Policy and Budget Committee Meeting – Cancelled
Thursday, October 7, 2021 at 2:00 pm

Regular Meeting

Wednesday, November 10, 2021 at 2:00 p.m. *

Location: Online Meeting

*Date dependent upon Commission approval of Agenda Item No. 2c

DISCLOSURE OF BUSINESS OR CAMPAIGN CONTRIBUTIONS TO COMMISSIONERS

Government Code Section 84308 requires that a Commissioner (regular or alternate) disqualify herself or himself and not participate in a proceeding involving an "entitlement for use" application if, within the last twelve months, the Commissioner has received **\$250 or more in business or campaign contributions from an applicant, an agent of an applicant, or any financially interested person who actively supports or opposes a decision on the matter.** A LAFCo decision approving a proposal (e.g., for an annexation) will often be an "entitlement for use" within the meaning of Section 84308. Sphere of Influence determinations are exempt under Government Code Section 84308.

If you are an applicant or an agent of an applicant on such a matter to be heard by the Commission and if you have made business or campaign contributions totaling \$250 or more to any Commissioner in the past twelve months, Section 84308(d) requires that you disclose that fact for the official record of the proceeding. The disclosure of any such contribution (including the amount of the contribution and the name of the recipient Commissioner) must be made either: 1) In writing and delivered to the Secretary of the Commission prior to the hearing on the matter, or 2) By oral declaration made at the time the hearing on the matter is opened. Contribution disclosure forms are available at the meeting for anyone who prefers to disclose contributions in writing.

Pursuant to GC Section 84308, if you wish to participate in the above proceedings, you or your agent are prohibited from making a campaign contribution of \$250 or more to any Commissioner. This prohibition begins on the date you begin to actively support or oppose an application before LAFCO and continues until 3 months after a final decision is rendered by LAFCO. If you or your agent have made a contribution of \$250 or more to any Commissioner during the 12 months preceding the decision, in the proceeding that Commissioner must disqualify himself or herself from the decision. However, disqualification is not required if the Commissioner returns that campaign contribution within 30 days of learning both about the contribution and the fact that you are a participant in the proceedings. Separately, any person with a disability under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet for a meeting upon request. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting. Please contact the LAFCO office at least three (3) working days prior to the meeting for any requested arrangements or accommodations.

Alameda LAFCO Administrative Office
224 West Winton Avenue, Suite 110
Hayward, CA 94544
T: 510.670.6267
W: acgov.org/lafco

MEETING INFORMATION

CORONAVIRUS (COVID-19) – Notice of Meeting Procedures

Join Teleconference Meeting **Virtually** (computer, tablet, or smartphone): click on the link below:

<https://us02web.zoom.us/j/88603356399?pwd=N0Z6TWUvbmJXUjJ5Uk01R0p2cDRhQT09>

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Follow the prompts: Meeting ID: 886 0335 6399
Password (if prompted): 7767032
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If you need assistance before the meeting, please contact Executive Officer, Rachel Jones at: rachel.jones@acgov.org

SUBMITTING WRITTEN COMMENTS TO BE READ AT THE MEETING

Any member of the public may submit a written comment to the Commission before the meeting by **September 8, 2021 at 5:00 P.M.** by email to rachel.jones@acgov.org or by mail to Alameda LAFCO 224 West Winton Avenue, Suite 110, Hayward, CA 94544. If you are commenting on a particular item on the agenda, please identify the agenda item number and letter. Any comments of 500 words or less (per person, per item) will be read into the record if: (1) the subject line includes “COMMENT TO COMMISSION – PLEASE READ”, and (2) it is received by the Executive Officer prior to the deadline of **September 8, 2021 at 5:00 P.M.**

SUBMITTING SPOKEN COMMENTS DURING THE COMMISSION MEETING

Electronically:

1. We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
2. When the Commission calls for the item on which you wish to speak, click “participants,” a menu will appear, click on the “raise hand” icon. Staff will activate and unmute speakers in turn.
3. When called, please limit your remarks to the time limit allotted (3 minutes).

By phone (landline):

1. Your phone number will appear but not your name.
2. When the Commission calls for the item on which you wish to speak, press *9 to “raise your hand”. Staff will activate and unmute speakers in turn. You will be called upon using the last four digits of your phone number, since your name is not visible.
3. When you are called upon to speak please provide your name for the record.

VIEWING RECORDING OF THE TELECONFERENCE MEETING

The Commission’s teleconference meeting will be recorded. Members of the public may access the teleconference

meeting and other archived Commission meetings by going to lafco.acgov.org/meetings.page?.

ADA ACCESSIBILITY: Meetings are accessible to persons with disabilities. Requests for assistive listening devices or other considerations should be made 72 hours in advance through the Executive Officer at (510) 670-6267 or rachel.jones@acgov.org.

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SUMMARY ACTION MINUTES
ALAMEDA LOCAL AGENCY FORMATION COMMISSION
REGULAR MEETING

Hosted by Zoom Video-Conference Service

July 8, 2021

1. Call to Order

Vice-Chair Woerner called the meeting to order at 2:01 p.m.

2. Roll Call.

The roll was called. A quorum was present of the following commissioners:

<u>County Members:</u>	David Haubert and Nate Miley
<u>City Members:</u>	Bob Woerner, Melissa Hernandez, and alternate Karla Brown
<u>Special District Members:</u>	Ayn Wieskamp, Ralph Johnson, and alternate Georgan Vonheeder-Leopold
<u>Public Members:</u>	John Marchand (2:08 p.m.)
<u>Not Present:</u>	Chair Sblend Sblendorio and alternate County Member Wilma Chan
<u>Staff present:</u>	Rachel Jones, Executive Officer, April Raffel, Clerk and Andrew Massey, Legal Counsel

3. Public Comment: Vice-Chair Woerner invited members in the audience to address the Commission on any matter not listed on the agenda and within the jurisdiction of the Commission. There were none.

4. Appointment of Alternate Public Member (Regular) – At its March 11th regular meeting, the Commission authorized staff to begin the recruitment of an Alternate Public Member and established the Ad Hoc Selection Committee that consisted of Commissioners Haubert, Johnson, and Woerner to review candidate applications, conduct interviews, and make a recommendation to the Commission on an appointment.

- The Committee met on June 21st and interviewed three applicants. Based on the interviews, the Committee recommended the appointment of John Marchand as the Alternate Public Member. Alternate Public Member John Marchand was sworn into office by the Executive Officer Jones.
- Upon motion by Commissioner Haubert, second by Commissioner Hernandez, the Commission appointed John Marchand as the Alternate Public Member.

AYES:	6 (Haubert, Miley, Hernandez, Woerner, Johnson and Wieskamp)
NOES:	0
ABSENT:	1 Sblendorio
ABSTAIN:	0

5. Consent Items

a. Approval of Meeting Minutes: May 13, 2021, Regular Meeting.

- Upon motion by Commissioner Haubert, second by Commissioner Hernandez, the item passed.

AYES: 6 (Haubert, Miley, Hernandez, Woerner, Johnson and Wieskamp)
NOES: 0
ABSENT: 1 Sblendorio
ABSTAIN: 1 Marchand

6. Proposed Annexation of “Sanctuary West” to Union Sanitary District (Regular) –

Alameda LAFCO considered a change of organization proposal filed by the Union Sanitary District (USD) to annex approximately 430.1 acres of territory located within the City of Newark to the District. The affected territory is within USD’s sphere of influence and includes five parcels. The purpose of the proposal is to facilitate the planned development of 469 detached single-family residences for public wastewater services. Staff summarized the proposal and recommended approval.

- There were no comments from the public. Please note this item was not a noticed public hearing under Government Code Section 56662.

- Upon motion by Commissioner Haubert, second by Commissioner Hernandez, the item passed.

AYES: 7 (Haubert, Miley, Hernandez, Woerner, Johnson, Wieskamp, and Marchand)
NOES: 0
ABSENT: 1 Sblendorio
ABSTAIN: 0

7. Draft Municipal Service Review on Countywide Water, Wastewater, Flood Control, and Stormwater Services (Regular) –

Alameda LAFCO reviewed a draft municipal service review on the provision of water, wastewater, flood control, and stormwater services throughout the County. The draft was prepared as part of the adopted work plan and independently assesses the availability, need, and adequacy of key public services provided in the region. This includes preparing determinations addressing the factors required in the statute as part of the municipal service review (MSR) process as well as informing future boundary changes and sphere of influence updates of affected agencies.

- Alameda LAFCO’s work plan for 2020-2021 included completing a countywide municipal service review on water, wastewater, flood control, and stormwater services that were initiated in 2018. This service review represented the first type of a regional LAFCO study covering water and wastewater services within Alameda County.

- The draft was presented for discussion and feedback ahead of staff initiating a 30-day public review and comment period and returning the item to the Commission at its September meeting for final action.

- Steve Brandt from Quad Knopff Associates provided an overview on the MSR and highlighted any key indicators to the Commission.

- Discussion:
Commissioner Marchand shared his comments and corrections to the MSR Draft. Commissioner Woerner mentioned one of the important things he heard was whether a master plan exists and what does the Strategic Planning document consists of. He also asked how to close the loop on Castlewood. Commissioner Johnson recommended having a Coordinating Committee work out a master plan on how to recycle water, or better use the water that is imported, so we are not just using the water once and throwing it away. Alternate Commissioner Vonheeder-Leopold recommended having a table that lists the services that each agency is responsible for clarity, which would be helpful to our constituents. Commissioner Woerner second the thought that the table with a matrix would be helpful.
- Steve Brandt documented comments made by the Commissioners and Legal Counsel and may provide responses in an appendix to clarify or make any corrections. Feedback received may be incorporated by staff and consultant Quad Knopff Associates into the final municipal service review with recommendations.

8. CALAFCO Nominations and Designation of Voting Delegates (Regular) – Consideration of action items relating to the California Association of Local Agency Formation Commissions (CALAFCO) Annual Conference scheduled for October 6th to 8th in Newport Beach (Hyatt Regency Newport Beach John Wayne Airport). Requested actions include the appointments of voting delegates and nominations for the CALAFCO Board of Directors. The Annual Conference will include Board of Directors elections and an achievement awards ceremony on Thursday, October 7th.

- Upon motion by Alternate Public Member, Marchand, second by Commissioner Haubert, the Commission appointed Commissioner Vonheeder-Leopold the voting delegate and Executive Officer Jones as an alternate voting delegate during the upcoming CALAFCO conference.

AYES: 7 (Haubert, Miley, Hernandez, Woerner, Johnson, Wieskamp, and Marchand)
 NOES: 0
 ABSENT: 1 Sblendorio
 ABSTAIN: 0

9. Matters Initiated by Members of the Commission – There were none.

10. Executive Officer Report – There was none.

11. Informational Items – Staff offered brief remarks on the following items.

- a. Current and Pending Proposal – Annexation proposal submitted by the City of Livermore to annex less than 20 acres of unincorporated area of Alameda County to the City of Livermore for the Greenville Plaza on North Front Road. The purpose of the proposal is for municipal services for a commercial retail development. The application is under administrative review and staff may have a proposal to submit at the September meeting.
- b. Progress Report on Work Plan
- c. Legislative Update
- d. CALAFCO Quarterly Report

12. Adjournment of Regular Meeting

Vice-Chair Woerner adjourned the meeting at 2:55 p.m.

13. Next Meetings of the Commission

Policy and Budget Committee Meeting

Thursday, August 5, 2021, at 2:00 p.m.

Regular Meeting

Thursday, September 9, 2021, at 2:00 p.m.

Location: TBD

It is anticipated both meetings will be held remotely until further notice.

Respectfully submitted,

April Raffel, Commission Clerk

Attest:

A handwritten signature in blue ink, appearing to read "Rachel Jones", is written over a large, light gray "DRAFT" watermark.

Rachel Jones
Executive Officer

TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: **Approval of Meeting Dates for Calendar Year 2022**

The Commission will consider setting regular dates for the upcoming calendar year as required under policy. Regular meeting dates are proposed for each odd numbered month with the resulting dates falling on January 13th, March 10th, May 13th, July 14th, September 8th, and November 10th.

Information

It is the policy of Alameda LAFCO (“Commission”) to set its meeting schedule for the proceeding calendar year every September. All regular meetings are typically held on the second Thursday of each odd numbered month. The proposed meeting schedule is as follows:

January 13, 2022	Thursday 2:00 P.M. Zoom Meeting	Regular Meeting
March 10, 2022	Thursday 2:00 P.M. To Be Determined	Regular Meeting
May 12, 2022	Thursday 2:00 P.M. To Be Determined	Regular Meeting
July 14, 2022	Thursday 2:00 P.M. To Be Determined	Regular Meeting
September 8, 2022	Thursday 2:00 P.M. To Be Determined	Regular Meeting
November 10, 2022	Thursday 2:00 P.M. To Be Determined	Regular Meeting

Discussion

This item is for the Commission to formally set meeting dates for the upcoming calendar year as required under policy. This includes considering anticipated workload and Commission preferences in holding meetings.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Approve regular meeting dates on the following odd-numbered Thursdays: January 13th, March 10th, May 12th, July 14th, September 8th, and November 10th.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction to staff for additional information as needed.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,

A handwritten signature in blue ink, appearing to read "Rachel Jones", with a long horizontal flourish extending to the right.

Rachel Jones
Executive Officer

Attachments: None

TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: Request to Reschedule Alameda LAFCO's November 11th Regular Meeting

The Commission will consider rescheduling its November 11th regular meeting to Wednesday, November 10th as the original date occurs on a federal holiday, Veterans Day. Staff suggests the alternate date, Wednesday, November 10th, but will defer to the Commission on selecting the most appropriate meeting date.

Background

The Commission approved its meeting schedule for the 2021 calendar year on September 20, 2020 at its regular meeting. All regular meetings are held on the second Thursday of each odd numbered month. Staff overlooked November 11th in the meeting schedule as a federal holiday. An alternate date for the November regular meeting is suggested as Wednesday, November 10th.

Discussion

This item is for the Commission to consider an alternate date for its upcoming November regular meeting.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Select the date Wednesday, November 10th as the Commission's November regular meeting date.

Alternative Two:

Continue to schedule Alameda LAFCO's next regular meeting on November 11th.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,

A handwritten signature in blue ink, appearing to read "Rachel Jones", with a long horizontal flourish extending to the right.

Rachel Jones
Executive Officer

Attachments: None

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

**SUBJECT: Request for Time Extension |
Annexation of Coyote Hills Regional Park to Union Sanitary District**

The Alameda Local Agency Formation Commission (LAFCO) will consider staff's recommendation for a time extension on behalf of the applicant to complete terms established by the Commission in approving the annexation of the Coyote Hills Regional Park to Union Sanitary District. Staff believes the request is reasonable and recommends a six-month time extension.

Information

At its September 20, 2020 meeting, Alameda LAFCO approved a proposal submitted by the East Bay Regional Park District (EBRPD) to annex approximately 182.6 acres of territory located within the City of Fremont to the Union Sanitary District (USD) for wastewater services. The purpose of the proposal is to provide wastewater services in support of restroom facilities within the Coyote Hills Regional Park visitor center. The Commission granted one year for the applicant to complete any outstanding terms set by the Commission and these terms are set to expire on September 20, 2021. Delays in the completing the terms are due to the applicant preparing a map and geographic description in order to file a certificate of completion.

Discussion

This item is for the Commission to consider a recommendation by staff for a six-month time extension necessary for the applicant to complete all approval terms established for the proposal given the approaching deadline to record a certificate of completion. Specifically, more time is requested to allow for the applicant to prepare a final map and geographic description. The applicant will also submit the \$400 time extension fee for approval.

Analysis

Staff's recommendation for a time extension to complete the proposal's terms appears reasonable given the underlying challenges of the Covid-19 pandemic. Accordingly, a six-month time extension is recommended and would extend the proposal deadline to March 20, 2021.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Approve the requested time extension of six-months recommended by staff.

Alternative Two:

Deny the requested time extension. This will terminate the Commission's prior proposal approval assuming the terms remain outstanding and as such a certificate of completion cannot be recorded by September 20, 2021.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,

A handwritten signature in blue ink, appearing to read "Rachel Jones", with a long horizontal flourish extending to the right.

Rachel Jones
Executive Officer

Attachments: none

AGENDA REPORT

September 9, 2021

Item No. 3e

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: End of Fiscal Year 2020-2021 Budget Report

The Alameda Local Agency Formation Commission (LAFCO) will review an end of year report comparing budgeted and actual expense and revenue transactions for fiscal year 2020-2021. Alameda LAFCO finished the fiscal year with an operating net of \$91,757 and without the purposeful aid of a planned \$180,000 transfer from reserves. The substantive result is an overall increase of the fund balance from \$741,830 to \$833,587 going into the current fiscal year. The report is being presented to the Commission to formally accept and file.

Information

Alameda LAFCO's adopted budget for 2020-2021 totaled \$656,891. This amount represented the total approved operating expenditures for the fiscal year divided between three active expense units: salaries and benefits; services and supplies; and internal services. A matching revenue total was also budgeted to provide a year-end balance of \$0 and with a purposeful aid of a planned \$180,000 transfer from reserves. Budgeted revenues are divided between three active units: intergovernmental contributions, application fees, and investments. The Commission's total unaudited fund balance as of July 1, 2021 was \$833,587.

Discussion

This item is for the Commission to receive a final comparison of (a) budget to (b) actual expenses and revenues for the fiscal year ending in 2021. The report provides the Commission the opportunity to review expenditure and revenue relative to recent years and provide feedback with staff as needed. The report is being presented to the Commission to formally accept and file.

Actual Expenses FY 20-21	Actual Revenues FY 20-21	Actual Year End Balance FY 20-21
\$395,741	\$487,499	\$91,757

Summary of Operating Expenses

Alameda LAFCO’s budgeted operating expense total for 2020-2021 was \$656,892. Actual expenses booked through the end of the year equaled \$395,741. The amount represents 60.2% of the budgeted total with unexpended savings of \$261,151. A breakdown of budgeted to actual expenses by unit through June 30th follows.

Expense Units	Adopted	Actuals	Percent Expended	Remaining Balance
Salaries and Benefits	357,157	260,735	73%	(96,422)
Services and Supplies	186,662	73,356	39.3%	(113,306)
Internal Service Charges	63,073	61,659	97.7%	(1,423)
Contingencies	50,000	0	0%	(50,000)
	\$656,892	\$395,741	60.2%	\$261,151

An expanded discussion on budgeted actuals through the end of the year within the four expense units follows.

Staffing Unit

The Commission budgeted \$357,157 in Staffing or Salaries and Benefits Unit for 2020-2021 with proceeds largely tied to delays in hiring the fulltime Commission Clerk position by three months. The Commission’s actual expenses within the account totaled \$260,735 or 73% of the budgeted amount. The hiring delay of the Commission Clerk position underlies the unit savings.

Services and Supplies Unit

The Commission budgeted \$186,662 in the Services and Supplies Unit for 2020-2021 to provide funding for *direct* support services necessary to operate Alameda LAFCO. The Commission’s actual expenses within the account totaled \$73,356 or 39% of the budgeted amount. Most of this savings is attributed to lower-than-expected costs in consulting and professional services and project delays.

Internal Services and Supplies

The Commission budgeted \$63,073 in the Internal Services and Supplies Unit for 2020-2021 to provide funding for *indirect* support services necessary to operate Alameda LAFCO. The Commission’s actual expenses within the account totaled \$61,650 or 98% of the budgeted amount. All costs remained relatively within the budgeted amounts.

Summary of Operating Revenues

Alameda LAFCO’s budgeted operating revenue total for 2020-2021 was \$656,891. Actual revenues collected through the end of the year equaled \$487,499. This amount represents 74% of budgeted total

with an unexpended loss of \$10,608, not including the \$180,000 fund balance offset. A breakdown of budget to actual expenses by unit through June 30th follows.

Revenue Units	Adopted	Actuals	Percent Expended	Remaining Balance
Agency Contributions	439,891	439,821	100%	0
Application Fees	30,000	38,643	128%	8,643
Interest	7,000	8,965	128.1%	1,965
Fund Balance Offset	180,000	0	0%	180,000
	\$656,891	\$487,499	74.2%	\$169,392

An expanded discussion on budgeted and actuals through the end of the year within the three revenue units follows.

Agency Apportionments

The Commission budgeted \$439,891 in the Agency Apportionments Unit for 2020-2021. This total budgeted amount was subsequently divided in two three equal shares at \$146,630 and invoiced among the County of Alameda, 14 cities, and 15 independent special districts as provided under State statute. Alameda LAFCO received all agency apportionments or 100% of the budgeted amount.

Application Fees Unit

The Commission budgeted \$30,000 in the Application Fees Unit for 2020-2021. The actual revenues collected within the account equaled \$38,643 or 128% of the budgeted amount. The revenue total is tied to LAFCO receiving over nine applications and additional processing fees.

Interest Unit

The Commission budgeted \$7,000 in the Interest Unit for 2020-2021 Actual revenues in the unit totaled \$8,965 or 128% of the budgeted amount and attributed to above-average returns in the investment pool administered by the County Treasurer’s Office.

Conclusion

Alameda LAFCO finished the 2020-2021 fiscal year satisfactorily with an operating surplus of \$91,757. Savings in staff salaries and professional services directly underlies the surplus. This resulted in the Commission increasing its fund balance from \$741,830 to \$833,587 going into the 2021-2022 fiscal year.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Accept and file the report as presented and provide direction as needed to staff with respect to any related matters for future consideration.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction for more information as needed.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. 2020-2021 General Ledger through June 30, 2021

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

Regional Service Planning | Subdivision of the State of California

Expense Ledger

		FY2017-2018		FY2018-2019		FY2019-2020		FY2020-2021			
		Adopted	Actuals	Adopted	Actuals	Adopted	Actuals	Adopted	Actuals	Difference	Percent of Budget
								As of 06-30-21			
Salary and Benefit Costs											
<u>Account</u>	<u>Description</u>										
60001	Staff Salaries	-	-	321,692	263,373	308,307	263,373	234,254	137,130	(97,124)	58.5%
-	(ACERA)	-	-	149,961	149,961	175,275	149,961	122,903	59,751	(63,152)	48.6%
		472,385	383,228	471,653	413,334	483,581	324,575	357,157	260,735	(96,422)	73.0%
Service and Supplies											
<u>Account</u>	<u>Description</u>										
-	Intern	1,600	-	1,600	0	1,600	0	1,600	-	-	-
610077	Postage	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
610141	Copier	2,000	2,503	3,000	3,000	3,000	3,000	3,000	-	-	-
610191	Pier Diems	7,500	7,300	7,700	7,700	7,800	7,800	8,000	7,100	(900)	88.8%
610211	Mileage/Travel	-	89	200	2,628	1,300	1,300	1,300	-	-	-
610461	Training (Conferences and Workshops)	20,000	17,171	20,000	20,000	13,000	6,000	5,000	-	-	-
610241	Records Retention	1,000	1,000	1,000	1,000	1,000	1,000	1,000	303	(697)	30.3%
610261	Consultants	75,000	75,000	96,000	90,000	90,000	90,000	96,000	42,527	(53,473)	44.3%
610261	Mapping - County	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-	-
610261	Planning Services	25,000	10,000	25,000	5,000	5,000	6,000	5,000	-	-	-
610261	Legal Services	40,000	35,000	40,000	40,000	30,000	21,775	25,000	-	-	-
610311	CAO/CDA - County - Services	11,000	11,000	11,000	11,000	11,000	11,000	1,000	7,700	6,700	770.0%
610312	Audit Services	7,500	-	10,000	7,500	7,700	10,000	10,000	-	-	-
610351	Memberships	8,675	8,774	9,000	9,026	10,476	10,476	10,762	10,662	(100)	99.1%
610421	Public Notices	5,000	2,000	5,000	5,000	5,000	5,000	5,000	2,149	(2,851)	43.0%
610441	Assessor - County - Services	5,000	-	2,500	2,500	2,500	2,500	2,500	-	-	-
610461	Special Departmental	500	500	1,500	1,500	1,500	1,500	1,500	1000	(500)	66.7%
620041	Office Supplies	3,000	500	4,000	4,000	4,000	4,000	4,000	916	(3,084)	22.9%
		218,775	176,837	243,500	215,854	200,876	187,351	186,662	73,356	(113,306)	39.3%
Internal Service Charges											
<u>Account</u>	<u>Description</u>										
630051	Office Lease/Rent	3,200	3,200	3,200	3,200	25,000	35,000	32,500	32,500	-	100.0%
630021	Communication Services	3,218	3,218	3,878	3,878	3,950	3,950	100	-	-	-
630061	Information Technology	18,081	18,081	21,578	23,370	27,373	27,373	27,373	25,870	(1,503)	94.5%
630081	Risk Management	2,686	2,686	3,034	3,034	3,100	3,100	3,100	3,280	180	105.8%
		27,185	27,185	31,690	37,482	59,423	69,423	63,073	61,650	(1,423)	97.7%
		50,000	-	50,000	-	50,000	-	50,000	-	-	-
Contingencies											
<u>Account</u>	<u>Description</u>										
-	Operating Reserve	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
EXPENSE TOTALS		768,345	587,250	796,843	666,670	793,880	581,349	656,892	395,741	(261,151)	60.2%

Revenue Ledger	FY2017-2018		FY2018-2019		FY2019-2020		FY2020-2021			
	Adopted	Actuals	Adopted	Actuals	Adopted	Actuals	Adopted	Actuals As of 06-30-21	Difference	Percent of Budget
Intergovernmental										
<u>Account</u>	<u>Description</u>									
-	Agency Contributions									
	County of Alameda									
	196,115	196,114	196,948	196,948	192,127	192,127	146,630	146,631	1	100.0%
	Cities									
	196,115	196,114	196,948	196,948	192,127	192,127	146,630	-	-	-
	Special Districts									
	196,115	196,114	196,948	196,948	192,127	192,127	146,630	-	-	-
	588,345	588,344	590,844	590,844	576,380	576,380	439,891	439,891	-	100.0%
Service Charges										
-	Application Fees									
	30,000	16,000	30,000	10,000	30,000	25,000	30,000	38,643	8,643	128.8%
Investments										
-	Interest									
	-	4,000	-	11,531	7,500	7,500	7,000	8,965	1,965	128.1%
Fund Balance Offset										
	150,000	150,000	176,000	176,000	180,000	-	180,000	-	-	-
	768,345	758,344	796,844	788,375	793,880	608,880	656,891	487,499	(169,392)	74.2%
OPERATING NET	-	171,094	-	121,705	-	27,531	(1)	91,757	-	-
UNRESTRICTED FUND BALANCE	592,594		714,299		741,830		833,587			
As of June 30th										

AGENDA REPORT

September 9, 2021

Item No. 4

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Preliminary Summary on LAFCO's Measure D Study

The Alameda Local Agency Formation Commission (LAFCO) will receive a presentation from consultant, Scott Gregory of Lamphier-Gregory, on a preliminary summary of the Commission's review on the impacts of Measure D. A PowerPoint Presentation will be provided at the time of the meeting.

Staff has contacted stakeholders to review and provide input on a preliminary report of the study before a final report is presented to the Commission as early as its next regular meeting.

Commission Review

The item is being presented for information only and Commission discussion.

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David Haubert, Regular
County of Alameda

Wilma Chan, Alternate
County of Alameda

Bob Woerner, Regular
City of Livermore

Melissa Hernandez, Reg
City of Dublin

Karla Brown, Alternate
City of Pleasanton

Ralph Johnson, Regular
Castro Valley Sanitary District

Ayn Wieskamp, Regular
East Bay Regional Park District

Geogean Vonheeder-Leopold, Alternate
Dublin San Ramon Services District

Sblend Sblendorio, Chair
Public Member

John Marchand, Alternate
Public Member

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TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer
Policy and Budget Committee (Johnson, Vonheeder-Leopold, and Woerner)

SUBJECT: Proposed Fiscal Reserve Policy

The Alameda Local Agency Formation Commission (LAFCO) will review a proposed fiscal reserve policy that sets to maintain an appropriate operational reserve level and establishes a protocol for crediting excess unassigned funds (surpluses). The proposed policy adds discretionary standards and marked by establishing a minimum reserve level of unassigned reserves equal to four months of budgeted expenses or 33.3% of LAFCO's annual operating budget. The proposed update is being presented to the Commission for feedback with the anticipation of returning to the Commission for approval at its next regular meeting.

Background

Alameda LAFCO's fiscal budget policy refers to the use of the fund balance to offset expenditures. It states that each year the Executive Officer shall identify the amount of fund balance available to be used to offset expenditures in the following fiscal year. The policy does not establish a standard minimum or maximum threshold for reserves.

Current Fund Balance

Alameda LAFCO's current and lone governmental fund balance is classified as "general" and used to account for all financial resources. The Commission maintains the funds with the County of Alameda and all monies in the fund balance are unassigned. Due to employee hiring and project delays, the Commission's fund balance has considerably increased over the last few fiscal years. The fund balance as of July 1, 2021 totals \$833,015 and accounts for 127% of the Commission's adopted operating budget (\$656,892) for the 2021-2022 fiscal year (Attachment 2).

Discussion

This item is for Alameda LAFCO to review and provide feedback on a proposed fiscal reserve policy. The item is drawn from the upcoming work plan and interest therein by the Commission to consider formal standards in managing the fund balance to reflect current preferences. This includes interest to explore the merits of setting minimum fund balance thresholds in step with guiding the use of reserves as offsetting revenues. The item is being presented to the Commission as part of an initial review and

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East Bay Regional Park Dsitrict

Geogean Vonheeder-Leopold, Alternate
Dublin San Ramon Services District

Sblend Sblendorio, Chair
Public Member

John Marchand, Alternate
Public Member

before returning to the Commission for action as early as November 2021.

Proposed Policy

Staff's review of Alameda LAFCO's fund balance policy identifies four recommendations for Commission consideration. These distinct recommendations establish discretionary standards in the Commission's management of the fund balance. A summary of the recommendations follows.

Minimum Reserve Level

The policy proposes establishing a minimum designation of unassigned monies in the fund balance equal to 33.3% of budgeted operating expenses. This unassigned amount would provide four months of funds to cover expected operating costs and represents the time reasonably needed to collect all agency apportionments for the new fiscal year. This policy provision would serve as the primary management tool of the fund balance.

Crediting Excess Unassigned Funds

The update proposes to continue the procedures for the Commission to credit unassigned monies in the fund balance to the funding agencies (County, cities and special districts) should the available amount exceed the minimum reserve level. The Commission would determine whether credits are authorized as part of the annual budget process with individual amounts to be equal to the agency's proportional share of the apportionment total in the most recent fiscal year.

Assigned Funds

The policy proposes upon Commission direction for the Executive Officer to assign monies in the fund balance for the specific purpose of costs associated with covering special projects, additional municipal service reviews, workshops, or LAFCO-hosted events during the fiscal year. This discretionary fund is limited to \$45,000 and should be reviewed each fiscal year with the Commission directing staff on specific projects it would like to see conducted as needs arise. The discretionary fund also cannot result in unassigned monies in the fund balance falling below the minimum reserve level.

Regular Commission Review

The policy proposes the Commission conduct a regular review of the fund balance no less than once a fiscal year as part of the annual budget process. The regular review will inform the Commission whether actions are appropriate with respect to fund balance commitments and issuing agency credits.

Analysis

The proposed fiscal reserve policy represents the first review of the document with discretionary standards. This includes, most notably, establishing a minimum reserve level of unassigned monies equal to 33.3% of operating expenses, and in doing so, help stabilize cash flow in the beginning of the fiscal year when agency apportionments remain pending. Establishing a process to credit excess

unassigned monies that serves to support LAFCO's funding agencies as well as LAFCO's regional growth management duties as current trends change and opportunities for special projects arise. Lastly, establishing an annual review further serves to prescribe standards in managing the Commission's funds going forward.

Alternatives for Action

The proposed fund balance policy is being presented to Alameda LAFCO for discussion and feedback only.

Recommendation

It is recommended Alameda LAFCO provide feedback on the proposed policy, including direction on desired revisions, before returning for Commission action as early as November 2021.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. Proposed Fiscal Reserve Policy
2. Alameda LAFCO Operating Budget and Estimated Fund Balance from FY 2016-2021

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ALAMEDA LOCAL AGENCY FORMATION COMMISSION
1221 OAK STREET, SUITE 555 * OAKLAND, CA 94612
(510) 271-5142 FAX (510) 272-3784
WWW.ACGOV.ORG/LAFCO

By-laws and Budget & Operating Policies

Adopted:	May 2002
Amended/Updated:	November 2003
	January 2008
	November 2008
	September 2009
	November 2012
	May 2014
	March 2015
	July 2016
	November 2017

4.6 **Member Agency Apportionment**

Pursuant to §56381, net budget cost shall be borne equally by the county, special districts and cities, and shall be collected by the County Auditor. LAFCo may request loans from the county in the event that budgeted funds are inadequate due to changes in operating needs and requirements. If the county, a city or an independent special district does not remit its required payment within 60 days, the Commission authorizes and directs the Executive Officer to request that the County Auditor collect an equivalent amount from the property tax, or any fee or eligible revenue owed to that county, city or special district pursuant to Government Code §56381(c).

4.7 **Cooperative Intent**

LAFCo cooperates with local agencies as much as possible to accept budget cuts when necessary and when the requested cuts are compatible with the goals and work plan adopted by the Commission. LAFCo shall decline to accept appropriation reduction requests, which are found to be unreasonable or incompatible with adopted policies and goals. Appropriations cannot be reduced without the Commission's prior approval.

4.8 **Budget Administrator**

The LAFCo Executive Officer shall serve as budget administrator to prepare, present, and transmit the budget to other agencies, and to review, execute and maintain the budget. As requested, the Executive Officer may prepare two year planning budgets for the Commission's consideration.

4.9 **Contingency**

The Commission's annual operating budget shall include a contingency amount of \$50,000 to allow for the allocation of funds for fiscal emergencies, unanticipated legal fees, and elimination of operating shortfalls and related negative impacts on LAFCo operations. The Executive Officer shall place a request to use contingency funds on the Commission's next LAFCo agenda for which adequate notice may be given. If time does not allow that to occur, the Executive Officer may allocate contingency funds to cover emergency operating expenses after consulting with the Chair and Vice-Chair. Within 24 hours of such allocations, the Executive Officer shall notify all Commissioners in writing and place a discussion of contingency fund allocation on the next LAFCo agenda for which adequate notice may be given

4.10 **Use of Fund Balance to Offset Expenditures Fiscal Reserve Policy**

~~Each year, in conjunction with the County Auditor's Office, the Executive Officer shall identify the amount of fund balance available to be used to offset expenditures in the following fiscal year.~~

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Alameda LAFCO's fund balance policy identifies four protocols for Commission consideration. These distinct protocols establish discretionary standards in the Commission's management of the fund balance, and they are the following:

Minimum Reserve Level

The Commission shall establish a minimum designation of unassigned monies in the fund balance equal to 33.3% of the annual budgeted operating expenses each fiscal year. This unassigned amount would provide four months of funds to cover expected operating costs and represents the time reasonably needed to collect all agency apportionments for the new fiscal year.

Crediting Excess Unassigned Funds

Each year the Executive Officer shall identify the amount of fund balance available to be used to offset expenditures in the following fiscal year.

The Commission will credit unassigned monies in the fund balance to the funding agencies (County, cities and special districts) should the available amount exceed the minimum reserve level. The Commission would determine whether credits are authorized as part of the annual budget process with individual amounts to be equal to the agency's proportional share of the apportionment total in the most recent fiscal year.

Assigned Funds

The Commission shall direct the Executive Officer to assign monies in the fund balance for the specific purpose of costs associated with covering special projects, additional municipal service reviews, workshops, or LAFCO-hosted events. This discretionary fund is limited to \$45,000 and should be reviewed each fiscal year with the Commission directing staff on specific projects it would like to see conducted. The discretionary fund also cannot result in unassigned monies in the fund balance falling below the minimum reserve level.

Regular Commission Review

The Commission shall conduct a regular review of the fund balance no less than once a fiscal year as part of the annual budget process. The regular review will inform the Commission whether actions are appropriate with respect to fund balance commitments and issuing agency credits.

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4.11 **Periodic Fiscal Reports**

The Executive Officer will provide periodic financial status reports of the budget to the Commission. The Commission may make adjustments to its budget at any time during the fiscal year, as it deems appropriate.

4.12 **Audit**

Alameda LAFCO shall utilize an independent auditor to prepare annual or biennial financial statements. The audit report, including the firm's opinion, shall be presented to the Commission for formal receipt.

Alameda LAFCO shall select a different independent auditor no less than every five years. The Commission may waive this requirement upon majority vote of the membership at a public meeting.

5. LAFCO FEES

- 5.1. The Commission shall periodically review fees and adopt a fee schedule for the purpose of recovering the costs of all proceedings taken pursuant to the CKH Act. Recoverable costs may include those necessary to revise the plans and policies that must be adopted before

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EXPENSE TOTALS	715,037	618,797	768,345	587,250	796,843	666,670	793,880	581,349	656,892	395,707
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Revenue Ledger

	FY2016-2017		FY2017-2018		FY2018-2019		FY2019-2020		FY2020-2021	
	Adopted	Estimate	Adopted	Estimate	Adopted	Actuals	Adopted	Actuals	Adopted	Estimate
Intergovernmental										
<u>Account</u> <u>Description</u>										
- Agency Contributions										
County of Alameda	196,115	196,114	196,115	196,114	196,948	196,948	192,127	192,127	146,464	146,464
Cities	196,115	196,114	196,115	196,114	196,948	196,948	192,127	192,127	146,464	146,464
Special Districts	196,115	196,114	196,115	196,114	196,948	196,948	192,127	192,127	146,464	146,464
	540,037	588,344	588,345	588,344	590,844	590,844	576,380	576,380	439,392	439,392
Service Charges										
- Application Fees	25,000	50,000	30,000	16,000	30,000	10,000	30,000	25,000	30,000	40,000
Investments										
- Interest	-	2,000	-	4,000	-	11,531	7,500	7,500	7,500	7,500
Fund Balance Offset	150,000	150,000	150,000	150,000	176,000	176,000	180,000	-	180,000	-
REVENUE TOTALS	715,037	742,037	768,345	758,344	796,844	788,375	793,880	608,880	656,892	486,892
OPERATING NET	-	123,240	-	171,094	-	121,705	-	27,531	-	91,185

UNRESTRICTED FUND BALANCE	592,594	714,299	741,830	833,015
As of June 30th				

Percent of Adopted Budget (Fund Balance)	77%	90%	93%	127%
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TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: **Current and Pending Proposals**

The Commission will receive a report identifying active proposals on file with the Alameda Local Agency Formation Commission (LAFCO) as required under statute. The report also identifies pending local agency proposals to help telegraph future workload. The report is being presented to the Commission for information only.

Information / Discussion

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH”) delegates LAFCOs with regulatory and planning duties to coordinate the formation and development of local government agencies and their municipal services. This includes approving or disapproving boundary changes involving the formation, expansion, merger, and dissolution of cities, towns and special districts as well as sphere of influence amendments. It also includes overseeing outside service extensions. Proposals involving jurisdictional changes filed by landowners or registered voters must be put on the agenda as information items before any action may be considered by LAFCO at a subsequent meeting.

Current Proposals | Approved and Awaiting Term Completions

Alameda LAFCO currently has one proposal on file previously approved awaiting term completions. CKH provides applicants one calendar year to complete approval terms or receive extension approvals before the proposals are automatically terminated.

- **Annexation of Coyote Hills | Union Sanitary District**

The Commission has approved a proposal submitted by the East Bay Regional Park District (EBRPD) to annex approximately 182.6 acres of territory located within the City of Fremont to the Union Sanitary District (USD) for wastewater services. The purpose of the proposal is to provide wastewater services in support of restroom facilities within the Coyote Hills Regional Park visitor center. The Commission approved the proposal without amendments at its September 20, 2020 regular meeting. Terms remain outstanding and therefore the proposal remains active.

Current Proposals | Under Review and Awaiting Hearing

There are currently two active proposals on file with the Commission that remain under administrative review and await a hearing as to date of this report.

- **Annexation of 720 Mockingbird Lane | City of Pleasanton**
Staff is in review of a proposal submitted by Dixon Yee on behalf of landowners, Eleanore Yee and Kevin Nguyen, to annex approximately 1.2 acres of territory located at 720 Mockingbird Lane to the City of Pleasanton. The purpose of the proposal is to connect to public water and wastewater services due to an old well and septic system. The application is currently under administrative review.

- **Annexation of Greenville Plaza and Northfront Road | City of Livermore**
Staff is in review of a proposal submitted by the City of Livermore to annex approximately 6.9 acres of unincorporated territory in Alameda County to the City for municipal services. The purpose of the proposal is for commercial retail development that includes a convenience store, drive-through restaurant, car wash, and gas station. The application is currently under administrative review.

Pending Proposals

There are currently no new potential proposals at the moment that staff believe may be submitted to the Commission from local agencies based on ongoing discussions with proponents.

The Commission is invited to discuss the item and provide direction to staff on any related matter as needed for future discussion and or action.

Attachments: none

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Progress Report on 2021-2022 Work Plan

The Alameda Local Agency Formation Commission (LAFCO) will receive a progress report on accomplishing specific projects as part of its adopted work plan for 2021-2022. The report is being presented to the Commission to formally receive and file as well as provide direction to staff as needed.

Background

Alameda LAFCO's current strategic plan was adopted following a planning session on December 16, 2019. The plan defines each of LAFCO's priorities through overall goals, core objectives and target outcomes with overarching themes identified as education, facilitation, and collaboration. The strategic plan is anchored by seven key priorities that collectively orient the Commission to proactively fulfill its duties and responsibilities under the Cortese-Knox-Hertzberg Act of 2000 in a manner responsive to local conditions and needs. These pillars and their attendant strategies, which premise individual implementation outcomes, are summarized in Attachment 1.

1. Education – Serve as a resource to the public and to local agencies to support orderly growth and logical sustainable service provision.
2. Facilitation – Encourage orderly growth and development through the logical and efficient provision of municipal services by local agencies best suited to feasibly provide necessary governmental services and housing for persons and families of all incomes.
3. Collaboration – Be proactive and act as a catalyst for change as a way to contribute to making Alameda County a great place to live and work by sustaining its quality of life.

On May 13, 2021, Alameda LAFCO adopted the current fiscal year work plan at a noticed public hearing. The work plan is divided into two distinct categories – statutory and administrative – with one of three priority rankings: high; moderate; or low. The underlying intent of the work plan is to serve as a management tool to allocate Commission resources in an accountable and transparent manner over the corresponding 12-month period that pulls from the key priorities in the Commission's 2020-2021 Strategic Plan. Further, while it is a standalone document, the work plan should be reviewed in

relationship to the adopted operating budget given the planned goals and activities are facilitated and or limited accordingly.

The item provides the Commission with a status update on two-dozen plus targeted projects established for the fiscal year with a specific emphasis on the “top ten” projects that represent the highest priority to complete during the fiscal year as determined by the membership. This includes identifying the projects already completed, underway, or pending in the accompanying attachment. The report and referenced attachment are being presented for the Commission to formally receive and file while also providing additional direction to staff as appropriate.

Discussion

The Commission has initiated work on four of the twenty projects included in the adopted work plan. This includes progress on high priority projects, such as the municipal service review (MSR) on Fire Protection and Emergency Medical Services, Measure D Study, updating LAFCO’s logo, and the LAFCO Review of the South Livermore Valley Area Specific Plan.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Accept and file the report as presented.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction to staff for additional information as needed.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. 2020-2021 Strategic Plan
2. 2021-2022 Work Plan

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

STRATEGIC PLAN

FY 2020 -2021

MISSION STATEMENT: Alameda LAFCO provides oversight over local governments to make Alameda County a great place to live and work by balancing the preservation of agriculture and open space with the provision of sustainable municipal services

	EDUCATION	FACILITATION	COLLABORATION
STRATEGIC PILLARS	Serve as a resource to the public and to local agencies to support orderly growth and logical, sustainable service provision.	Encourage orderly growth and development through the logical and efficient provision of municipal services by local agencies best suited to feasibly provide necessary governmental services and housing for persons and families for all incomes.	Be proactive and act a catalyst for change as a way to contribute to making Alameda County a great place to live and work by sustaining the quality of life.
CORE STRATEGIES	Enagage with the community through LAFCO outreach as well as receive presentations from outside stakeholders and local agencies to understand issues	Use LAFCO authority through municipal services reviews and change of organizations to promote the change in the region aligned with its mission	Always seek, determine, and question if any regional issues are opportunities for partnerships
TARGET OUTCOMES	Review growth boundaries and governance	Regulate land use through the extension of services	Coordinate with other agencies to determine high-need areas (DUCs)
	Provide Presentations to City Councils, Special Districts, and the County on upcoming projects and LAFCO's role	Provide more guidance on regional issues	Promote inter-agency special projects and partnerships
	Understand local agricultural issues and then consider a study	Create a five-year island annexation plan	Work with stakeholders to identify issues under LAFCO jurisdiction related to economic viability of agriculture
	Identify emerging issues, i.e. water treatment changes	Prepare comprehensive study on climate change	Establish policies and standards to address sustainability of adequate and reliable water supplies, including the use of recycled water
	Educate public on service costs	Encourage consolidations or review shared opportunities	Conduct joint LAFCO workshops
	Determine LAFCO's role in housing	Unfunded liabilities in services - do more to encourage future planning	Create homelessness initiatives with other agencies

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ALAMEDA LAFCO WORKPLAN | 2021-2022

Priority	Urgency	Type	Status	Project	Key Issues
1	High	Statutory	Rollover	General MSR on Fire Protection and Emergency Services	Second MSR on Fire and Emergency Services sine 2006 Address Shared Opportunities
2	High	Administrative	Rollover	Policy Review on Agricultural Protection and Out of Area Service Agreements	Periodical review of existing policies relative to practices and trends, and determine whether changes are appropriate to better reflect current preferences
3	High	Statutory	New	Measure D Study	Review Impacts on Measure D and Provide Recommendations
4	High	Statutory	New	South Livermore Valley Area Specific Plan	Provide a LAFCO Update on Plan and Review Current Trends
5	High	Statutory	New	Community Services Municipal Service Review	Service Specific MSR Last MSR completed in 2013
6	High	Statutory	New	Alameda County Resource Conservation District Municipal Service Review	MSR on resource conservation in Alameda County
7	High	Administrative	Rollover	2018-2021 Audits	Verify Fund Balance; Perform Regular Audits
8	Moderate	Administrative	New	Joint Workshops	Facilitate Joint Workshops with Other LAFCOs and Local Agencies
9	Moderate	Administrative	Rollover	Prepare Informational Report on Unincorporated Islands	Map all Unincorporated Islands and Examine Island Annexation Implementation Issues in Alameda County
10	Moderate	Administrative	Rollver	Update Application Packet and Mapping Requirements	Current Application Dated; Make User Friendly
11	Moderate	Administrative	Rollover	LAFCO Presentations	Introductory Overview of LAFCO's Duties and Responsibilities to Boards, Councils, Community Groups
12	Moderate	Administrative	Rollover	LAFCO Agency Logo	Establish New Agency Logo for Branding (Website, Publications, etc.)
13	Moderate	Statutory	New	SALC Grant Award	Begin Two-Year Process on Grant Project
14	Low	Administrative	Rollover	Prepare Informational Report on JPAs	Post Enactment of SB 1266; Enhance Repository on Local Government Services
15	Low	Statutory	Rollover	Sphere Update for City of Pleasanton	Implement Planning Functions; Update SOIs of Local Government Agencies; Cities MSR
16	Low	Administrative	Rollover	Informational Report on Remen Tract	Special Report on Service Delivery Feasibility
17	Low	Administrative	Rollover	Host Alameda County Special District Association Meeting	Communicate LAFCO's Mission and Goals to the Community
18	Low	Administrative	Rollover	LAFCO Annual Report on Status of County	Evaluate LAFCO's Mission and Goals Relative to Local Conditions; Identify Strategies to Achieve Shared Objectives

19	Low	Administrative	Rollover	Local Agency Directory	User-Friendly Publication Identifying and Summarizing Local Government Agencies and Services in Alameda County
20	Low	Administrative	New	Social Media	Expand Alameda LAFCO's Social Media Presence