



Lou Ann Texeira
 Executive Officer

MEMBERS

Candace Andersen <i>County Member</i>	Michael R. McGill <i>Special District Member</i>
Donald A. Blubaugh <i>Public Member</i>	Rob Schroder <i>City Member</i>
Federal Glover <i>County Member</i>	Igor Skaredoff <i>Special District Member</i>
	Don Tatzin <i>City Member</i>

ALTERNATE MEMBERS

Diane Burgis <i>County Member</i>
Sharon Burke <i>Public Member</i>
Tom Butt <i>City Member</i>
Stanley Caldwell <i>Special District Member</i>

May 10, 2017

May 10, 2017
 Agenda Item 8

Contra Costa Local Agency Formation Commission (LAFCO)
 651 Pine Street, Sixth Floor
 Martinez, CA 94553

LAFCO Strategic Planning Session

DISCUSSION

On May 10th, 2017, the Commission will be asked to approve the FY 2017-18 LAFCO budget, which includes funding for a Contra Costa LAFCO strategic planning session.

Background: In the past, LAFCO has conducted strategic planning workshops to proactively plan for short and long-range projects, help prioritize staff efforts, and ensure the most efficient allocation of resources.

The last strategic planning session was in 2013, and before that, 2011. At the prior sessions, Commissioners and staff discussed general topics, including current and emerging issues; opportunities and challenges; expectations and leadership; roles, powers and responsibilities. In addition, we used the strategic planning process to discuss specific issues including municipal service reviews (MSRs), policies and procedures, and to identify priorities and goals.

LAFCO priorities identified through the prior strategic planning sessions include the following:

1. Second round MSRs
2. Incoming proposals/expand use of terms & conditions
3. Fire/EMS services and active participation in the County studies
4. Policies and procedures
5. Island annexations
6. Dissolution/consolidation of special districts
7. Out of agency service and annexation

The Commission's priority issues continue to be prominent in LAFCO's efforts, as highlighted in the accomplishments below.

- **MSRs** – To date, LAFCO has completed three 2nd round MSRs covering a total of 9 cities and 42 districts, including water/wastewater (2014), reclamation/levees (2015), fire/emergency medical services (2016); LAFCO is embarking on a 2nd round healthcare services MSR.
- **Terms & Conditions** – In the last several years, LAFCO has utilized a number of distinct terms and conditions with several proposals, including Northeast Antioch Reorganizations (Areas 1 and 2B), Dougherty Valley Reorganization #16, Laurel Place/Pleasant View Annexation, Out of Agency Service Sierra Ave (City of Martinez), and Montreux Reorganization (City of Pittsburg).
- **Policies & Procedures** – Since 2013, LAFCO has developed and updated policies and procedures dealing with the following: city annexations/detachments, district annexations/detachments, district mergers and establishment of subsidiary districts, LAFCO-initiated proposals, new or different services, district dissolution, district formation, district consolidation, city consolidation, disincorporation, and reorganization. Also, the Commission adopted new policies addressing out of agency service, legislation, and agricultural & open space preservation; and approved amendments to MSR policies relating to broadband services and disadvantaged communities.
- **Island Annexations** – LAFCO has approved two island annexations (Northeast Antioch), one of which was approved (Area 2B – Viera), and the other was terminated (Area 2A – Marina) due to voter protest. In addition, LAFCO staff regularly provides comments to local agencies (e.g., in response to CEQA) encouraging island annexations.
- **Dissolution/consolidation of special districts** – LAFCO has been in recent discussions regarding three potential reorganizations/dissolutions – West Contra Costa Healthcare District (WCCHD), Rollingwood Wilart Park Recreation & Park District (RWPRPD), and Reclamation District (RD) 2121.
- **Out of agency service** – LAFCO has successfully resolved out of agency service issues with the cities of Concord and Martinez.

In the coming year, LAFCO can anticipate the following activities:

- ❖ Completing 2nd round MSRs covering healthcare and cities/community services districts
- ❖ Considering complex governance issues (i.e., WCCHD, RWPRPD, RD 2121), and several potentially controversial boundary applications
- ❖ Continuing policy and procedure work covering spheres of influence, disadvantaged communities, multi-county boundary proposals, environmental review, and other matters
- ❖ Growing Contra Costa LAFCO

In anticipation of these and other issues, it would be useful to hold another strategic planning session to discuss the Commission's priority issues and focus on some of the upcoming activities, projects and other matters of interest to the Commission.

2017-18 Strategic Planning Session: Each year, in conjunction with the proposed budget, the Commission receives a proposed work plan which includes updates on the priorities identified through the strategic planning process. In the coming year, LAFCO anticipates a number of activities as noted above.

At this time, it would be useful to receive the Commission's input regarding the 2017-18 strategic planning session (e.g., format, topics, logistics, etc.).

Format – The strategic planning workshop can take various forms. LAFCO can use a professional facilitator, or LAFCO staff and/or Commissioners can lead the discussion.

Both the 2011 and 2013 strategic planning sessions were facilitated by Bill Chiat, who is a professional facilitator and served as the CALAFCO Executive Director for eight years. Mr. Chiat has conducted strategic planning sessions for a number of LAFCOs including Alameda, Marin, Napa, Santa Barbara, Sonoma and others. Another potential facilitator is Juan Lopez who was recently hired by CALAFCO to conduct the CALAFCO Board’s strategic planning workshop in January 2017. Mr. Lopez is cofounder of Amistad Associates, an Oakland based firm that works with local governments on strategic planning, organizational and leadership development, and other planning and coaching skills development.

The FY 2017-18 budget includes \$4,000 for the strategic planning session, which would cover venue rental, the cost of a facilitator, should the Commission choose to use one, and other incidentals.

Topics – The strategic planning workshop can focus on short-term or long-term issues, specific strategies, or other issues as identified by the Commission. Some ideas are presented below:

- ❖ LAFCO’s work plan (e.g., MSRs, proposals, policy development, growing Contra Costa LAFCO) and prioritization
- ❖ Education and outreach
- ❖ LAFCO’s mission/vision
- ❖ Constraints/opportunities
- ❖ Other?

Logistics

Date/time – Possible options for dates include August, September or another future. Regarding August, one option is to hold the strategic planning session on the LAFCO meeting date (in lieu of a LAFCO meeting) given that date is already on our calendars.

In the past, the LAFCO strategic planning sessions have spanned approximately four hours. The 2011 session was from 8:00 am until noon, and the 2013 session was from 1:00 – 5:00 pm.

Location – The prior two sessions were held in central Contra Costa County at the Lafayette Community Center (2011) and Walnut Creek Library (2013). LAFCO staff has obtained preliminary information on the possible use of the new Pleasant Hill Community Center or one of three potential facilities in Walnut Creek (Civic Center, Library, Heather Farm).

RECOMMENDATIONS

Provide input and direction to staff regarding a LAFCO strategic planning session (i.e., format, topics, logistics, etc.) and other matters as desired.

Sincerely,

LOU ANN TEXEIRA
EXECUTIVE OFFICER