

**TO:** Alameda Commissioners  
**FROM:** Rachel Jones, Executive Officer  
**SUBJECT:** 2020-2021 Strategic Plan Update

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The Alameda Local Agency Formation Commission (LAFCO) will review and consider the proposed 2020-2021 Strategic Plan Update and adopt the plan along with any desired changes.

## Background

Alameda LAFCO convened a strategic planning workshop on December 16, 2019 to review and discuss its existing mission, accomplishments, and priorities. The strategic plan is used as an important document to provide guidance to Commissioners, staff, local agencies, and members of the public on LAFCO goals and serves as a roadmap for key objectives over the next fiscal year. The strategic plan is also incorporated into the Commission's annual work plan and budget development process. The workshop was facilitated by William Chiat with Alta Mesa Group and assisted staff with the preparation of a draft revised strategic plan.

Commissioners and staff engaged in discussions about accomplishments, challenges, priorities, and ways to strengthen LAFCO's role to create a greater value for stakeholders in the region. Much of the day was spent identifying and prioritizing key objectives of current and future critical issues, as well as discussing the vision of LAFCO's desired public value. The Commission discussed modifications to its most recent strategic plan and work plan. A summary of key topics for the year in review, public value and priorities are as follows:

### Year in Review

- Presentations from outside stakeholders
- Provide more guidance on regional issues, e.g. climate change
- Upcoming emerging issues, e.g. water treatment changes
- Unfunded liabilities in services – do more to encourage future planning
- Educate public on service costs
- Greater focus on agriculture and sustainability
- Determine agricultural lands lost to annexations/reorganizations
- Create fund balance and reserve policy

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Jerry Thorne, Regular  
City of Pleasanton

David Haubert, Alternate  
City of Dublin

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, Regular  
Public Member

Tom Pico, Alternate  
Public Member

- LAFCO role in homelessness

#### Public Value of Alameda LAFCO

- Sustain and continue quality of life
- Identify major issues; educate public
- Encourage efficient use of limited resources
- Advocate for “desired outcomes” – leverage our independent forum
- LAFCO as a facilitator of discussions

#### Priorities

- Promote orderly growth of agencies (not just development)
- Control land use through the extension of services
- Coordinate with other agencies (health agencies and social services department) to determine high-need areas (DUCs)
- City Council and County presentations before MSRs
- Proactive approach rather than reactive
- Inter-agency collaborations
- Review of growth boundaries and governance
- More consolidations or review of shared opportunities
- Understand local agricultural issues, then consider a study
- Create five-year island annexation plan
- Comprehensive study on climate change
- Determine LAFCO’s role in housing – cities, counties?

Among the accomplishments cited were the many projects completed over the last and current fiscal year that strengthened local agency governance and service provision and the streamlining of internal efficiencies for better operating capacities.

#### **Discussion**

Staff drafted the attached proposed 2020-2021 Strategic Plan for the Commission’s consideration and discussion (Attachment 1). Staff incorporated comments provided by the Commission from its last regular meeting. The document attempts to define each of LAFCO’s priorities through overall goals, core objectives and target outcomes with overarching themes identified as education, facilitation, and collaboration. The Commission is welcomed to discuss and consider whether further modifications are warranted.

#### **Alternatives for Action**

The following alternatives are available to the Commission:

Alternative One (Recommended):

Adopt the Strategic Plan Update and provide staff with any desired changes.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction to staff for more 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:

1. 2020-2021 Strategic Plan Update

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 of 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 LAFCO's 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 with other Bay Area LAFCOs  |
|                   | Determine LAFCO's role in housing  | Unfunded liabilities in services - do more to encourage future planning  | Create homelessness intiatives with other agencies  |