

## Alameda LAFCo 2018-2020 Strategic Plan

**1. Island Annexations** - There are two types of islands: unincorporated islands and unserved islands. Unincorporated islands are pockets of County territory that are surrounded by or adjacent to cities. The residents in these islands typically receive their services from the County. If these island areas meet certain criteria identified in Government Code Section 56375.3, they may qualify for expedited annexation processing procedures. There may be other unincorporated areas within the County that do not meet that criteria but warrant additional study. The boundaries of special districts may include pockets of unserved territory that can be referred to as unserved islands. These types of islands do not qualify for an expedited annexation process. The development and adoption of local policies to incentivize all types of island annexations may lead to more efficient service provision.

Objectives	Key Action Steps	Timeframe
A. Eliminate islands by encouraging municipal annexation of unincorporated islands and district annexation of unserved islands.	<ol style="list-style-type: none"> <li>1. Review existing island annexation policies and identify potential changes.</li> <li>2. Present draft policy recommendations to the Policy and Budget Committee.</li> <li>3. Present draft Policy and Budget Committee recommendations to the full Commission for consideration.</li> <li>4. Identify and update list of island areas and map the islands based on revised island annexation policies.</li> <li>5. Communicate directly with affected agencies to inform them of revised policies and encourage each agency to identify steps needed to annex the islands within their jurisdictional boundaries and provide that information to LAFCo.</li> </ol>	2019
B. Serve as a resource to the public and to local agencies to support orderly growth and logical, sustainable service provision.	<ol style="list-style-type: none"> <li>1. Disseminate revised island annexation policies to all member agencies and key stakeholders, and post updated policies on Alameda LAFCo website.</li> <li>2. Work with affected local agencies and communities to address identified barriers and facilitate community meetings to annexation.</li> </ol>	2019

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<p><b>2. Water Supply and Availability Including Recycled Water</b> - Water supply and availability is a perennially critical issue throughout California. LAFCo considers the availability of water supplies as one of the 16 factors analyzed as part of reorganization proposals (e.g., annexations). Additionally, LAFCo conducts municipal services reviews which include the study of water supply and availability across the County including recycled water. Alameda LAFCo seeks to promote sustainable, adequate and reliable water sources to support existing and future development, as well as agricultural land uses.</p>		
Objective	Key Action Steps	Timeframe
<p>A. Promote the sustainability of adequate and reliable water supplies, including the use of recycled water, to support existing and future development and agricultural land uses.</p>	<ol style="list-style-type: none"> <li>1. Develop policies and standards to address the sustainability of adequate and reliable water supplies, including the use of recycled water.</li> <li>2. Incorporate standards into municipal services reviews (MSRs) and sphere of influence (SOI) updates.</li> <li>3. Complete MSR of water, waste water, flood control, and storm water services in Alameda County and update SOIs as necessary.</li> <li>4. As appropriate, identify terms and conditions to apply as part of the SOI update process to promote adequate and reliable water supplies including the use of recycled water.</li> <li>5. Follow up as needed with local agencies where terms and conditions have been imposed to monitor agency progress.</li> <li>6. Convene local agencies, regulatory agencies (e.g., the State Regional Water Quality Control Board), the Dublin San Ramon Services District – East Bay Municipal Utility District Recycled Water Authority (DERWA), and other relevant stakeholders to facilitate conversations about regional water and wastewater coordination opportunities.</li> </ol>	<p>2018</p>

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<p><b>3. Accommodate Population Growth While Maintaining Quality of Life</b> - The State Legislature granted LAFCOs the authority to regulate boundaries and establish spheres of influence (SOIs) for cities and special districts that provide municipal services. SOIs are LAFCo-adopted planning areas that show where a local agency’s physical boundary and service area should be. In conjunction with the update of SOIs, LAFCo conducts municipal services reviews (MSRs). A MSR evaluates the capability of an agency to serve its existing residents and future development within its SOI and must include specific written determinations including, but not limited to, the level and adequacy of services, financial ability of agencies to provide services, and accountability of local governmental agencies. Through these mechanisms, LAFCo assumes both planning and regulatory roles in accommodating population growth and maintaining the quality of life for Alameda County residents.</p>		
Objectives	Key Action Steps	Timeframe
A. 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.	<ol style="list-style-type: none"> <li>1. Implement LAFCo’s regulatory functions by processing governmental service reorganization proposals and out-of-area service agreement applications.</li> <li>2. Implement LAFCo’s planning functions by periodically updating the SOIs of local governmental agencies and conducting MSRs.</li> <li>3. Update LAFCo’s policies and procedures to improve usability and reflect local conditions and circumstances.</li> <li>4. Serve as a resource to the public and to local agencies to support orderly growth and logical, sustainable service provision.</li> <li>5. Participate in regional planning efforts including the update of Plan Bay Area.</li> </ol>	2018, 2019, 2020
B. 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.	<ol style="list-style-type: none"> <li>1. Maintain relationships with member agencies and other identified stakeholders to stay abreast of major service issues and proposed changes of organization (e.g., California Special Districts Association, Mayors’ Conference, local agency planning staff, other boards and councils).</li> <li>2. Communicate Alameda LAFCo’s mission and goals to the community.</li> <li>3. Identify strategies to achieve shared objectives.</li> <li>4. Participate in the California Association of Local Agency Formation Commissions (CALAFCO) statewide efforts to enhance and clarify LAFCo authority and powers to perform its state-mandated responsibilities.</li> </ol>	2018, 2019, 2020
C. Strengthen local agency oversight.	<ol style="list-style-type: none"> <li>1. Identify and adopt accountability and transparency standards for local agencies including Alameda LAFCo (e.g. Special District Leadership Foundation).</li> <li>2. Identify and adopt financial stress test standards for local agencies (e.g., League of Cities Municipal Financial Health Diagnostic Tool).</li> <li>3. Incorporate standards into MSR and SOI update processes.</li> <li>4. As appropriate, identify terms and conditions to apply as part of the SOI update process to strengthen local agency accountability and transparency, and financial ability to provide services.</li> <li>5. Follow up as needed with local agencies where terms and conditions have been imposed to monitor agency progress.</li> </ol>	2018

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<p><b>4. Agriculture and Open Space Preservation and Urban Growth Boundaries</b> - The State Legislature specifies LAFCOs’ purposes to be, among others, “discouraging urban sprawl, [and] preserving open space and prime agricultural lands...based upon local conditions and circumstances.” Voter-approved urban growth boundaries have been adopted by Alameda County, as well as the cities of Dublin, Livermore, and Pleasanton. LAFCo has decided to strengthen its policies in relation to preserving agriculture and open space. Additionally, LAFCo will determine the need to adopt policies regarding the application of voter-approved urban growth boundaries to matters before it.</p>		
Key Objectives	Key Action Steps	Timeframe
<p>A. Support the viability of agriculture in Alameda County</p>	<ol style="list-style-type: none"> <li>1. Review existing agricultural, in-fill, out-of-area service agreement, and sphere of influence policies.</li> <li>2. Work with stakeholders to identify issues under LAFCo jurisdiction related to the economic viability of agriculture.</li> <li>3. Establish set of standards and revised policies based on best practices and local conditions.</li> <li>4. Disseminate information to key stakeholders and post updates on Alameda LAFCo website.</li> <li>5. Utilize policies to impose conditions on reorganization proposals, sphere of influence updates, and out-of-area service agreement applications to support the viability of agricultural land uses.</li> </ol>	<p>2019</p>
<p>B. Mitigate for loss of agricultural and open space lands.</p>	<ol style="list-style-type: none"> <li>1. Establish a set of standards and policies based on best practices and local conditions.</li> <li>2. Present recommendations to Policy and Budget Committee.</li> <li>3. Present Policy and Budget Committee recommendations to full Commission.</li> <li>4. Disseminate information to key stakeholders and post updates on Alameda LAFCo website.</li> <li>5. Utilize policies to impose conditions on reorganization proposals, sphere of influence updates, and out-of-area service agreement applications to support the viability of agricultural land uses.</li> </ol>	<p>2020</p>
<p>C. Determine the need for local policies regarding the application of adopted urban growth boundaries to LAFCo decision making.</p>	<ol style="list-style-type: none"> <li>1. Collect and review information and maps regarding all adopted urban growth boundaries in Alameda County, as well as best practices from other LAFCos.</li> <li>2. Present information to Policy and Budget Committee to discuss whether a local policy regarding urban growth boundaries is warranted.</li> <li>3. Based on Policy and Budget Committee recommendation, determine need to develop draft policies and present to full Commission for consideration.</li> </ol>	<p>2020</p>

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<b>5. Climate Change Adaptation</b> - Current and future climate change impacts are of concern in Alameda County. Such impacts may include rising sea levels, flooding, wildfire, extreme heat episodes and drought. An increase in the frequency and severity of extreme events related to these impacts is expected. LAFCo will determine the need for policies regarding climate change adaptation and local agencies' plans to prepare for these challenges.		
Key Objectives	Key Action Steps	Timeframe
A. Promote the recognition of climate change adaptation needs.	<ol style="list-style-type: none"> <li>1. Work with stakeholders to identify the impacts of climate change that local agencies and communities face now and into the future (e.g. infrastructure subject to the effects of climate change, increased fire risks at the wildland-urban interface).</li> <li>2. Facilitate climate adaptation information sharing among local agencies and discussions around long-term needs for adaptation in land use plans, capital infrastructure plans, master plans and other relevant documents.</li> <li>3. Document County-wide climate change adaptation needs and plans to maximize resources and benefits.</li> </ol>	2020
B. Determine the need for local policies regarding climate change adaptation.	<ol style="list-style-type: none"> <li>1. Review documentation regarding local circumstances and conditions affecting climate change adaptation.</li> <li>2. Present information to Policy and Budget Committee and discuss whether local policies regarding climate change adaptation are warranted.</li> <li>3. Based on Policy and Budget Committee recommendation, develop draft policies and present to full Commission for consideration.</li> </ol>	2020

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**6. LAFCo Independence and Other Operational Improvements** - The State Legislature recognized LAFCo’s independence as vital to ensuring that LAFCo decisions are credible to the public when it enacted changes as part of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH). Among other provisions, CKH authorizes LAFCOs to adopt written policies and procedures, incur expenses to accomplish its functions, and to employ staff or contract for professional services to carry out the functions of the Commission. CKH further specifies that LAFCo shall appoint its executive officer and legal counsel. Alameda LAFCo currently obtains its staffing and other services via memorandum of understanding with Alameda County. It has been over 15 years since the CKH was enacted. A study of the costs and benefits of various operational models is warranted.

Key Objectives	Key Action Steps	Timeframe
A. Improve efficiency and effectiveness of Commission operations.	<ol style="list-style-type: none"> <li>1. Complete a study of various operational options ranging from status quo to full independence that includes general implementation timelines, range of costs, and other implementation factors.</li> <li>2. Present study results to Policy and Budget Committee.</li> <li>3. Present Policy and Budget Committee recommendations to full Commission.</li> <li>4. Implement recommendations adopted by Commission.</li> </ol>	2018
B. Update the Alameda LAFCo website to be more functional for members of the public and local agencies.	<ol style="list-style-type: none"> <li>1. Conduct request-for-proposal process to obtain website design services.</li> <li>2. Present proposed changes to Commission for review and comment.</li> <li>3. Implement update.</li> <li>4. Maintain website with updated information as needed.</li> </ol>	2018

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**7. Comprehensive Study of Unincorporated Areas Focusing on Disadvantaged Unincorporated Communities** - Alameda County has 14 municipalities and six developed unincorporated communities. Beginning in 2012, state law was enacted requiring LAFCOs, cities, and counties to plan for municipal service delivery to disadvantaged unincorporated communities (DUCs). A DUC is defined as an area of inhabited territory located within an unincorporated area of a County in which the annual median household income is less than 80 percent of the statewide median household income. The law requires LAFCo to identify and make specified determinations about DUCs. LAFCo does not establish spheres of influence for unincorporated communities, but Alameda LAFCo has determined the need for a more in-depth look at the municipal services provided in the six developed unincorporated communities with a focus on DUCs.

Key Objective	Key Action Steps	Timeframe
A. Conduct a service review of the unincorporated areas of Alameda County focusing on disadvantaged unincorporated communities.	<ol style="list-style-type: none"> <li>1. Engage stakeholders to identify the most pressing local conditions and circumstances that influence the provision of municipal services in the unincorporated areas of Alameda County.</li> <li>2. Consider the need to develop policies and standards regarding DUCs.</li> <li>3. Develop and implement special study of the unincorporated areas including any identified DUCs.</li> <li>4. As appropriate, identify terms and conditions to apply as part of the SOI update process to improve the provision of municipal services within DUCs.</li> <li>5. Follow up as needed with local agencies where terms and conditions have been imposed to monitor agency progress.</li> <li>6. Disseminate results of study to key stakeholders and post updates on Alameda LAFCo website.</li> </ol>	2019