



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

September 14, 2023

Item No. 6

TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: 2024-2025 Strategic Plan Update

The Alameda Local Agency Commission (LAFCO) will review and consider the proposed 2024-2025 Strategic Plan Update and adopt the plan along with any desired changes.

Background

Alameda LAFCO convened a strategic planning workshop on June 23, 2023 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 Pamela Miller with Miller Consulting 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 LAFCO accomplishments, challenges and opportunities, and public value are as follows:

Accomplishments

- Alameda LAFCO’s 20-Year Review of Measure D
- Alameda LAFCO’s Memorandum of Understanding with the County of Alameda
- Budgetary Practices
- Interagency workshops
- Proactive Approach
- Annexation of the City of Albany to the Alameda County Mosquito Abatement District
- Terms and Conditions of Out of Area Service Agreements
- Forward-thinking Commission
- Update on Fund Balance Policies
- Successful COVID policies and procedures

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John Marchand, Alternate
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How We Want to Be Viewed by the Public and Partnering Agencies

- Helpful
- Sounding Board
- A Resource
- Competent
- Confident
- Fair
- Regional

How Alameda LAFCO Can Make a Difference

- Being an Informational Resource
- Following Through on Objectives
- Transparency
- Outreach

Current / Emerging Challenges and Opportunities

- Providing Healthcare Services at an Acceptable Level
 - We must use Municipal Service Reviews (MSRs) to bring awareness.
- Broadband Accessibility
 - MSRs
- Agricultural Land Preservation and Sustainability
 - Maintain strong focus on priorities and keep up long-standing dialogue with stakeholders
- Housing
 - Exercise our indirect authority on increasing housing and participate in statewide/countywide conversations along with Plan Bay Area participation
- Urban Unincorporated Areas
 - Utilize existing Advisory Commission and conduct studies
- Service Extensions
 - Staff expertise
- Annexation and Out of Area Service Agreement Policies
 - Policy and Budget Committee, Staff, and LAFCO resources
- Municipal Service Reviews (MSRs), their purpose, schedule, and content (emerging services)
 - Staff expertise, LAFCO resources, Policy and Budget Committee
- Conducting more MSRs in-house
 - Increase funding and staffing
- Interagency Wastewater Committee
 - Staff resources and consultants
- Host of 2024 CALAFCO workshop
 - Experienced staff and commissioners

Among the accomplishments cited were the projects completed over the last two to three fiscal years that strengthened local agency governance and service provision thanks to Alameda LAFCO's proactiveness in addressing regional issues.

Discussion

Staff drafted the attached proposed 2024-2025 Strategic Plan for the Commission's consideration and discussion (Attachment 1). The document attempts to define each of LAFCO's priorities through overall goals, core objectives and target outcomes to accomplish within the next two years with overarching themes identified as education, facilitation, and collaboration. The Commission is welcome 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.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the business calendar. The following procedures are recommended in consideration of this item:

1. Receive verbal presentation from staff unless waived.
2. Invite any comments from the public.
3. Provide feedback on the item as needed.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. 2024-2025 Strategic Plan Update



ALAMEDA
LOCAL AGENCY FORMATION COMMISSION

DRAFT Strategic Plan
Fiscal Years 2023-24 and 2024-25



Alameda LAFCO Mission

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.



Alameda LAFCO Values

Alameda LAFCO is committed to the mission of LAFCO and we place high value in that which allows us to successfully partner with all stakeholders in service to the communities of Alameda County.





ALAMEDA LAFCO STRATEGIC PILLARS

EDUCATION

Serve as a resource to the public and to local agencies in support of orderly growth and logical, sustainable service provision

FACILITATION

Effectively convene and engage all community stakeholders on regional change issues and matters

COLLABORATION

Proactively act as a catalyst for positive change and partner with stakeholders to make Alameda County a great place to live, work, and visit



FY 2023-24 / 2024-25 Alameda LAFCO Goals and Objectives

EDUCATION

Serve as a resource to the public and to local agencies in support of orderly growth and logical, sustainable service provision

COMPLETE ALL SERVICE REVIEWS IN PROGRESS

- ✓ Countywide Fire Protection Services (___)
- ✓ Alameda County Resource Conservation District (___)
- ✓ Countywide Resources Services (___)
- ✓ Police Services (___)
- ✓ Tri-Valley Area Study (___)
- ✓ Healthcare Services (___)

ENSURE STAFF HAS ADEQUATE RESOURCES

- ✓ Complete office move
- ✓ Hire analyst
- ✓ Continue developing LAFCO independence



EDUCATION

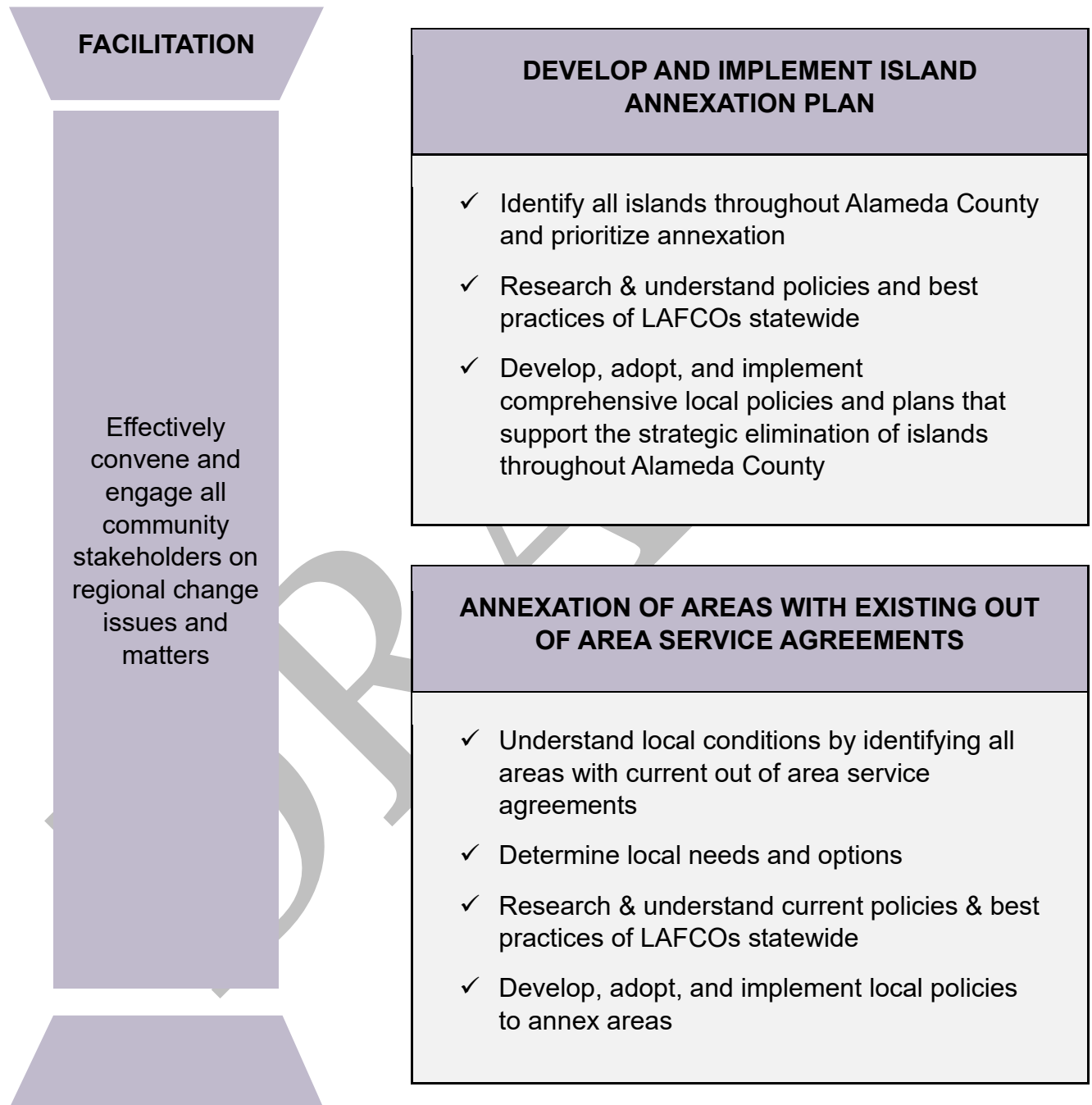
Serve as a resource to the public and to local agencies in support of orderly growth and logical, sustainable service provision

FOCUS ON URBAN UNINCORPORATED CASTRO VALLEY AREA

- ✓ Proactively provide information and education on incorporation process
- ✓ Identify potential issues and work to assist in developing solutions

ASSIST WINERIES IN ADDRESSING WATER QUALITY IMPROVEMENT ISSUES

- ✓ Aid in determining issues and potential solutions
- ✓ Study extension of service needs and opportunities
- ✓ Provide information and assist in solution implementation





COLLABORATION

Proactively act as a catalyst for positive change and partner with stakeholders to make Alameda County a great place to live, work, and visit

PARTICIPATE IN REGIONAL WATER AND WASTEWATER COMMITTEE

- ✓ Identify opportunities for recycled water
- ✓ Identify opportunities for shared facilities
- ✓ Engage in Bay Area focus of implementation of state regulations

EXPLORE COORDINATION AND PROVISION OF SAFETY NET SERVICES

- ✓ Use pending Healthcare Services Review to include EMS/ambulance services
- ✓ Encourage Healthcare Districts countywide to model the work of Eden Health District through their ___ Study
- ✓ Consider accessibility of healthcare (including mental health) services to all residents within Alameda County
- ✓ Partner with stakeholders to scope and define community needs
- ✓ Explore what other LAFCOs statewide are doing to facilitate the coordination and provision of safety net services



The Commission

Karla Brown, Chair
City Member (City of Pleasanton)

Ralph Johnson, Commissioner, Vice Chair
Special District Member (Castro Valley Sanitation District)

Melissa Hernandez, Commissioner
City Member (City of Dublin)

Mariellen Faria, Commissioner
Special District Member (Eden Health District)

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