



Staff Report

DATE: April 9, 2018
 TO: Local Agency Formation Commission
 FROM: Rich Seithel
 SUBJECT: **PROPOSED FISCAL YEAR 2018-2019 BUDGET & WORK PLAN**

RECOMMENDATION:

Staff recommends the Commission:

1. Review the Proposed Budget and Work Plan for fiscal year 2018/19, consider public comments, and adopt or adopt with modifications the Work Plan and the Proposed Budget.
2. Direct staff to distribute the Proposed Budget to the cities and county pursuant to Government Code section (GC§) 56381.
3. Schedule a public hearing for June 11 to consider and adopt the Final Budget.

BACKGROUND:

Pursuant to GC§56381(a): The Commission is required to adopt a Proposed Budget by May 1 and a final budget by June 15. After public hearings, consideration of comments, and adoption of a final budget by the commission, the auditor shall apportion the net operating expenses of a commission in the following manner: in counties in which there is no independent special district representation on the commission, the county and its cities shall each provide a one-half share of the commission’s operational costs (GC§56381(b)(F)(2)). The fiscal year (FY) 2017/18 adopted operating budget was \$459,319 with a net operating expense of \$447,319.

DISCUSSION:

The Proposed FY 18/19 Budget (Attachment A) was developed based on a number of key policy considerations and on a proposed Work Plan for FY 18/19. The Proposed FY 18/19 Budget

Commissioners

Harry Price, Chair • Jim Spering, Vice-Chair • Pete Sanchez • Nancy Shopay • John Vasquez

Alternate Commissioners

Len Augustine • Shawn Smith • Skip Thomson

Staff

Rich Seithel, Executive Officer • Michelle McIntyre, Analyst • P. Scott Browne, Legal Counsel

includes appropriations totaling \$590,372, reflecting an overall increase of \$131,052 (29%) from the prior year. This increase, as you will note in Table 2, is primarily the \$90,000 request for additional funding for updating Municipal Service Reviews and the biennial audit.

It is important to note that in late spring 2017, the Solano County Grand Jury issued a report on Solano LAFCO and made the following finding and recommendation:

Finding - LAFCO has not completed municipal service reviews for cities and special districts to regularly meet the five-year requirement.

Recommendation - LAFCO implement a reliable system to complete municipal service reviews at least every five years as required by the Cortese-Knox-Hertzberg Act.

In January 2018, the LAFCO Finance Committee requested staff provide information on how other LAFCOs are funding MSR/SOI studies. LAFCO polled the Bay Area LAFCOs and the results of the survey were provided to the Commission at its February meeting. In summary, five of the six LAFCOs use a combination of consultants and staff or consultants exclusively and these same LAFCOs use a budget line item to pay for the studies. Four of the five LAFCOs who use consultants complete MSRs on a five-year-cycle, one completes MSRs on a 6-8 year cycle. One Bay Area LAFCO completes MSRs on an as-needed basis and relies solely on their staff.

The Proposed Budget recognizes LAFCO's back log of municipal service review and sphere of influence studies, and will allow the Commission to complete some of the more urgent studies.

Overall, the Proposed Budget reflects a \$22,972 (a 5% increase) net effect on the City/County apportionment.

Some of the key policy considerations and directives taken into consideration while developing the Proposed Budget include:

- The Commission gave direction to pay off its CalPERS unfunded liability within 5 years beginning FY 2016-17.
- The Commission's unassigned General Reserve policy calls for funding levels to be at 20% of the Commission's Operating Budget.
- The Commission conducts biennial audits.

Following is a summary of notable expenses, revenues, and carry-over.

EXPENSES:

Expenses for funding the LAFCO operation, by budget category, for the Proposed Budget are summarized in Table One:

Table 1 - Summary of Expenses

Budget Categories	2017-18 Adopted Budget	2018-19 Proposed Budget	Percent Change 17/18 Adopted and 18/19 Proposed
Salaries and Benefits	\$316,539	\$323,304	2%
Services and Supplies	\$142,780	\$267,068	87%
Total Expenses	\$459,319	\$590,372	29%

The Proposed FY 18/19 Budget, by line item (Attachment A), considers 7 factors: (1) FY 17/18 Adopted Budget; (2) FY 17/18 year-end projection; (3) anticipated FY 18/19 work program; (4) adjustment to on-going charges; (5) estimated revenue streams; (6) Commission directives, and; (7) carry-over. Table Two below identifies notable changes from prior year.

Table 2 – Notable changes from FY 17/18 Adjusted Budget to FY 18/19 Proposed Budget

Line Item	Description	Explanation	Increase (Decrease) vs. FY 17/18 Approved Budget
1110	Salaries/ Wages	Wage adjustments	\$1,271
1210	Retirement	Per Commission directive, the Proposed Budget recommends paying down approx. one third of the Commission’s unfunded accrued liability thus increasing the retirement costs for next fiscal year by \$5,333.	\$5,333
1230	Health Insurance	In general, health care costs were reduced approximately 10%. In addition, the Proposed Budget reflects a decrease due to the EO not participating in the health plan for the first 6 months of FY 18/19.	(\$8,580)
1270	Accrued Leave PTO Payoff	The Proposed Budget recommends funding administrative leave and vacation leave payoff in	\$8,071

Line Item	Description	Explanation	Increase (Decrease) vs. FY 17/18 Approved Budget
		anticipation of employees making the request as authorized in the Personnel and Salary Resolution.	
2202	Controlled Assets	Replacement of LAFCO Analyst's computer (circa-2013)	\$2,622
2235	Accounting and Financial Services	The proposed increase can be attributed to the Commission's \$13,000 biennial audit contract. The audit is scheduled for autumn 2018 and will cover FY 16/17 and 17/18.	\$13,272
2245	Contracted Services	To comply with and to facilitate the MSR 5-year cycle, as outlined in CKH, staff is recommending increasing the budget line item for municipal service reviews from \$30,000 to \$120,000.	\$90,000
2250	Other Professional Services	<p>The \$14,475 increase is primarily attributed to:</p> <ul style="list-style-type: none"> ✓ GIS (maps and data) needed for municipal service review and sphere of influence studies; ✓ An agreement with Solano County for the County Surveyor to review all reorganization maps and geographic descriptions for accuracy and completeness on an as needed basis. ✓ Reimbursements for Commissioners travel related expenses. Other expenses of note are: <ul style="list-style-type: none"> • Legal Services \$24,050 • Commissioner Per Diem \$7,200 (includes 3 special meetings) • Commissioner Reimbursements \$5,000 • Committee Meetings Per Diem \$2,400 • GIS Contracts \$5,000 • County Surveyor Map and Geographic Boundaries Review \$3,000 • Website management/enhancement \$3,000 <p>County Auditor – CKH Mandate to Invoice Cities and County \$825</p>	\$14,475
2354	Car Allowance	<ul style="list-style-type: none"> • EO negotiated car allowance was not included in the FY 17/18 Adopted Budget 	\$4,800
		Total	\$131,263

REVENUES/SOURCES OF FUNDING:Cities and County Apportionment

In a county where there is no independent special district representation on the commission (such as Solano LAFCO), the county and its cities each provide a one-half share of the commission's operational costs. The cities' share is apportioned according to each city's general revenues, as reported in the most recent edition of the State Controller's Cities Annual Report. The estimated charge to the County and cities is \$470,292 an increase of \$22,972 or 5% from prior year.

Table three below summarizes the estimated billing to the county and cities. It is important to note the calculations are unofficial and are included only to provide the cities an estimate. A more current version of the State Controller's Cities Annual Report will be released after adoption of the LAFCO's Final Budget. Official calculations are provided by the Auditor and, in accordance with Government Code Section 56381, apportions the net operating expenses of the commission.

Table 3 – Summary of County and Cities Apportionment

City	15/16 General Revenues	% of Total City Revenue	FY 17/18 Invoice	FY 18/19 Est. Apportion*	Difference
Benicia	\$30,562,486	10.54%	\$25,854	\$24,782	(\$1,072)
Dixon	\$12,272,159	4.23%	\$9,557	\$9,951	\$394
Fairfield	\$87,269,711	30.09%	\$68,656	\$70,764	\$2,108
Rio Vista	\$4,806,446	1.66%	\$3,364	\$3,897	\$533
Suisun City	\$8,328,559	2.87%	\$6,221	\$6,753	\$532
Vacaville	\$67,893,332	23.41%	\$46,736	\$55,052	\$8,316
Vallejo	\$78,862,719	27.19%	\$63,272	\$63,947	\$675
Cities Total	\$289,995,412	100.0%	\$223,660	\$235,146	\$11,486
County Total			\$223,660	\$235,146	\$11,486
Total			\$447,320	\$470,292	\$22,972

*Formula: City apportionment = (City %)((\$470,292/2) County apportionment = (\$470,292/2) note: The auditor is statutorily directed to apportion the net operating expenses of the commission and official calculations are provided by the auditor.

Revenues from Project Fees

Staff estimates that billable project activities will generate \$40,000 in fee revenues. Table 4 outlines projects anticipated to generate fees:

Table 4: Anticipated Projects FY 18-19

Project Name	Agency (Primary)	Acreage
Eldredge Island Annexation	City of Vacaville	27
The Farm at Alamo	City of Vacaville	215
Logistics Center	City of Suisun	280
Dixon Sphere of Influence	City of Dixon	N/A
Pacific Flyway	City of Fairfield	250
Fairfield Sphere of Influence	City of Fairfield	N/A
Brighton Landing Phase 4	Solano Irrigation District	30

CARRY-OVER:

According to Government Code Section 56381 4(c), “If, at the end of the fiscal year, the commission has funds in excess of what it needs, the commission may retain those funds and calculate them into the following fiscal year's budget.” In February 2018 the Finance Committee’s recommendation to the Commission was to appropriate the FY 16/17 \$28,711 fund balance to the FY 18/19 budget. In addition it is projected that there will be an additional \$77,079 fund balance from FY 2017/18 year-end. Combined there will be an estimated \$105,790 carry-over for the FY 18/19 budget. Staff recommends, in accordance with the Commission’s directive, applying the carry-over/fund balance to the following:

- | | |
|-------------------------------------|------------------|
| 1. Reserve Policy: 20% of operating | \$26,078 |
| 2. Operating Budget | <u>\$ 77,079</u> |
| Total Fund Balance appropriated | \$103,157 |
| 3. Fund Balance unappropriated | <u>\$2,633</u> |
| Total Carry-Over | \$105,790 |

Statutory Deadlines

GC§56381 specifies certain statutory deadlines for adopting the LAFCO’s Proposed and Final Budget. Table Five lists the deadlines and how Solano LAFCO plans to comply with the statute.

Table 5: Deadlines and Actions

Deadlines	Statutory Requirement and <i>Planned Actions</i>
May 1	The LAFCO must adopt a Proposed Budget
	✓ <i>The Commission is scheduled to adopt a Proposed budget on April 9.</i>
June 15	The LAFCO must adopt a Final Budget
	✓ <i>The Commission is scheduled to adopt a Final Budget on June 11</i>
July 1	The auditor requests payment from cities and county
August 30	Payments must be received by the auditor

Proposed Work Plan:

In conjunction with a proposed budget, the Commission sets out a work plan. The work plan typically includes work items/tasks such as preparing Municipal Service Reviews (MSRs)/Sphere of Influence (SOI) updates and special studies, updating the Commission's policies and procedures, and other projects and activities. This section provides a summary of the Proposed Work Plan for FY 18/19. Key items have been identified and categorized as: Projects; Commission Directives; Administrative; Outreach, or; Legislative. In addition, work items have been further classified by priority level and project complexity (see Attachment B).

- Projects – In consultation with agencies, a list of near-term projects has been developed. These projects have either already been submitted or it is anticipated that they will be submitted in FY 18/19.
- Commission Directive – Solano LAFCO has provided leadership and partnership roles in Solano County through proactive initiatives designed to support the efficient delivery of municipal services and to foster relationships among local and regional agencies and organizations. During FY 17/18, the Commission identified several key issues/projects including: Unincorporated Island Annexations; Road Agreements, and; Fire Service Review.
- Administrative – The proposed FY 18/19 Work Plan includes key administrative projects that support organization effectiveness and internal efficiencies. In addition to the daily LAFCO office duties and Commission meeting prep and follow-up, the proposed Work Plan includes administrative projects that help keep local agencies and the public informed, as well as, improve organization effectiveness. It is critical to maintain internal efficiencies that support Solano LAFCO's organizational effectiveness and to meet statutory requirements.
- Outreach – Through staff, foster the development of collaborative relationships with Solano County's local and regional agencies and organizations that support efforts to

collectively address common challenges and the roles of each agency in the planning and shaping of Solano County.

- Legislative - Solano LAFCO is required by statute to process changes of organization and reorganization, conduct sphere of influence reviews, updates and municipal service reviews, adopt local policies and procedures, and fulfill other legal mandates. Of particular note in the FY 18/19 proposed Work Plan is addressing the backlog of SOI updates, the completion of the JPA project, and the SB 448 requirement regarding inactive districts.

All identified tasks are important. All identified tasks are a priority. However, given the limited amount of time a 2-person staff can spend, it is helpful to prioritize the tasks. A high priority classification indicates that the item is: time-sensitive; high-value, and; critical.

While many work items span multiple years, 16 items have been rated at a “high priority” level, 17 “medium”, and one “low” for the FY 18/19 proposed Work Plan. The attached Work Plan outlines over 30 work items. Many of the items represent a variety of activities that are associated with that task. For example, meeting with city managers individually is listed as a work item but involves, at a minimum, seven meetings.

CONCLUSION:

The Proposed Budget and Work Plan reflect a more robust fiscal year in terms of anticipated number of projects and administrative work than in prior years. As presented, the Work Plan is ambitious, but achievable and will require technical assistance via utilizing consultants for MSR/SOI studies. In the coming weeks, staff will be presenting the Proposed Budget and Work Plan to the City/County Manager’s Group (scheduled for April 25) and the Community Development Director’s Group. Staff will inform the Commission of their comments at the June 11 public hearing.

Attachments:

A – Proposed Budget 18/19

B – Proposed 18/19 Work Plan

CATEGORY SUBJECT	Description	16/17 Actuals	17/18 Adopted Budget (AB)	Year End Projection (YE)	18/19 Proposed Budget (PB)
1000	SALARIES AND EMPLOYEE BENEFITS				
0001110	SALARY/WAGES REGULAR	\$ 91,785.92	\$ 241,940.00	\$ 209,612.00	\$ 243,211.41
0001210	RETIREMENT-EMPLOYER	\$ 16,483.04	\$ 23,947.00	\$ 18,567.77	\$ 29,280.00
0001212	DEFERRED COMP-COUNTY MATCH	\$ 130.50	\$ 260.00	\$ 125.00	\$ 260.00
0001220	FICA-EMPLOYER	\$ 1,358.50	\$ 3,328.00	\$ 3,190.40	\$ 3,526.57
0001230	HEALTH INS-EMPLOYER	\$ 16,377.67	\$ 31,320.00	\$ 20,304.73	\$ 22,739.94
0001231	VISION CARE INSURANCE	\$ 152.55	\$ 312.00	\$ 229.12	\$ 318.24
0001240	COMPENSATION INSURANCE	\$ 1,388.40	\$ 1,404.00	\$ 1,404.00	\$ 836.11
0001241	LT DISABILITY INSURANCE ER	\$ 265.82	\$ 480.00	\$ 623.04	\$ 1,373.40
0001250	UNEMPLOYMENT INSURANCE	\$ 434.00	\$ 868.00	\$ 868.00	\$ 868.00
0001260	DENTAL INS-EMPLOYER	\$ 1,235.93	\$ 2,424.00	\$ 2,158.40	\$ 2,188.80
0001270	ACCRUED LEAVE CTO PAYOFF	\$ 1,406.68	\$ 8,816.00	\$ 12,319.00	\$ 16,886.58
0001290	LIFE INSURANCE-EMPLOYER	\$ 576.71	\$ 1,440.00	\$ 963.92	\$ 1,814.88
TOTAL	SALARIES AND EMPLOYEE BENEFITS	\$ 131,595.72	\$ 316,539.00	\$ 270,365.38	\$ 323,303.93
2000	SERVICES AND SUPPLIES				
0002021	COMMUNICATION-TELEPHONE SYSTEM	\$ 712.56	\$ 600.00	\$ 712.56	\$ 748.19
0002025	CELLULAR COMMUNICATION SE	\$ -	\$ -	\$ 25.00	\$ -
0002026	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ 675.00	\$ 1,200.00
0002028	TELEPHONE SERVICES	\$ 2,399.82	\$ 2,100.00	\$ 2,495.86	\$ 2,519.81
0002051	LIABILITY INSURANCE	\$ 7,214.55	\$ 3,562.92	\$ 3,562.92	\$ 4,082.95
0002140	MAINTENANCE-BLDGS & IMPROVE	\$ 113.73	\$ -	\$ 406.44	\$ 400.00
0002170	MEMBERSHIPS	\$ 8,308.00	\$ 4,800.00	\$ 4,800.00	\$ 5,114.00
0002171	PROFESSIONAL LICENSES & CERT	\$ -	\$ 800.00	\$ -	\$ -
0002180	BOOKS & SUBSCRIPTIONS	\$ -	\$ 400.00	\$ 400.00	\$ 400.00
0002200	OFFICE EXPENSE	\$ 1,666.32	\$ 3,500.00	\$ 3,000.00	\$ 3,000.00
0002202	CONTROLLED ASSETS \$1500-\$4999	\$ -	\$ -	\$ 2,621.50	\$ 2,621.50
0002203	COMPUTER COMPONENTS <\$1,500	\$ -	\$ 2,500.00	\$ -	\$ -
0002205	POSTAGE	\$ 140.61	\$ 500.00	\$ 1,000.00	\$ 500.00
0002235	ACCOUNTING & FINANCIAL SERVICE	\$ 13,839.76	\$ 7,428.00	\$ 7,428.00	\$ 20,700.00
0002245	CONTRACTED SERVICES	\$ 16,861.35	\$ 30,000.00	\$ 30,000.00	\$ 120,000.00
0002250	OTHER PROFESSIONAL SERVICES	\$ 168,817.26	\$ 36,000.00	\$ 36,000.00	\$ 50,475.00
0002266	CENTRAL DATA PROCESSING SVCE	\$ 7,916.71	\$ 9,000.00	\$ 9,246.00	\$ 10,638.00
0002270	SOFTWARE	\$ -	\$ 600.00	\$ 330.00	\$ 600.00
0002280	PUBLICATIONS AND LEGAL NOTICES	\$ 2,260.42	\$ 2,000.00	\$ 725.49	\$ 2,260.42
0002285	RENTS & LEASES - EQUIPMENT	\$ 4,672.62	\$ 6,000.00	\$ 4,797.04	\$ 6,368.00
0002295	RENTS & LEASES-BUILDINGS/IMPR	\$ 18,123.86	\$ 18,689.35	\$ 17,140.35	\$ 17,140.35
0002310	EDUCATION & TRAINING	\$ -	\$ 2,000.00	\$ 1,440.00	\$ 2,000.00
0002311	TUITION REIMBURSEMENT	\$ 1,100.00	\$ -	\$ -	\$ -
0002335	TRAVEL EXPENSE	\$ 11,082.39	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
0002339	MANAGEMENT BUSINESS EXPENSE	\$ 129.77	\$ 300.00	\$ 500.00	\$ 500.00
0002354	CAR ALLOWANCE	\$ -	\$ -	\$ 2,000.00	\$ 4,800.00
0002355	PERSONAL MILEAGE	\$ 1,226.10	\$ 2,000.00	\$ 5,000.00	\$ 1,000.00
TOTAL	SERVICES AND SUPPLIES	\$ 266,585.83	\$ 142,780.27	\$ 144,306.16	\$ 267,068.22
9200	LICENSES, PERMITS & FRANCHISE				
0009229	LICENSES & PERMITS-OTHER	\$ 15,834.59	\$ 10,000.00	\$ 29,661.16	\$ 40,000.00
TOTAL	LICENSES, PERMITS & FRANCHISE	\$ 15,834.59	\$ 10,000.00	\$ 29,661.16	\$ 40,000.00
9400	REVENUE FROM USE OF MONEY/PROP				
0009401	INTEREST INCOME	\$ 3,154.65	\$ 2,000.00	\$ 3,154.65	\$ 3,000.00
TOTAL	REVENUE FROM USE OF MONEY/PROP	\$ 3,154.65	\$ 2,000.00	\$ 3,154.65	\$ 3,000.00
9500	INTERGOVERNMENTAL REVENUES				
0009511	OTHER GOVERNMENTAL AGENCIES	\$ 358,464.00	\$ 447,319.27	\$ 447,319.27	\$ 470,292.95
TOTAL	INTERGOVERNMENTAL REVENUES	\$ 358,464.00	\$ 447,319.27	\$ 447,319.27	\$ 470,292.95
		\$ 0.90	\$ 0.97	\$ 1.08	\$ 0.80
9700	MISC REVENUES				
0009703	OTHER REVENUE	\$ 510.80	\$ -	\$ -	\$ -
TOTAL	MISC REVENUES	\$ 510.80	\$ -	\$ -	\$ -
	TOTAL EXPENDITURES	\$ 398,181.55	\$ 459,319.27	\$ 414,671.54	\$ 590,372.15
	TOTAL REVENUES	\$ 377,453.24	\$ 459,319.27	\$ 480,135.08	\$ 513,292.95
	NET FUND COST 3450	\$ 20,728.31	\$ -	\$ (65,463.54)	\$ 77,079.20
0000730	Reserve Other		\$ 91,996.00	\$ 91,996.00	\$ 118,074.43
0000740	Fund Balance		\$ 28,710.95	\$ 28,710.95	\$ 2,632.52

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Projects	Pacific Flyway	Proposal to develop an open space preserve, wildlife and habitat conservation area and education facility. This project requires: 1. MSR 2. SOI Update 3. City of Fairfield Annexation 4. Special District detachments	high	high	Due to compressed time frames, staff is recommending a project-centric MSR and SOI amendment. BCDC is also urging an evaluation and amendment of the Local Protection Program.
	Logistics 355	The Suisun Commerce and Logistics Center Project is a 355-acre industrial/commercial project located east of Walters Road and between Highway 12 and Petersen Road. This project requires: City of Suisun Annexation and Special District detachments	high	high	City of Suisun City's SOI was updated in November 2017. The City is advising they will be submitting a reorganization application in 2018. We have started discussions with City and County.
	The Farm @ Alamo Creek	The 215.6-acre project site is located approximately four miles from Downtown Vacaville and features: 604 single-family homes; 164 duet homes; 11.2 acres of community park land; 7.2 acres of neighborhood parks, and; 13.4 acres of open space. The site also requires annexation into the City of Vacaville and detachment from Special Districts.	high	medium	Draft EIR comments provided to City March 2018.
	Brighton Landing 4	Phase 4 of the Brighton Landing Project. Proposal area located within City of Vacaville, project requires SID Detachment.	high	low	Developer advised LAFCO staff that they will be moving forward with Phase 4 in FY 18/19

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Projects	Farmstead	Development of a 20 acre parcel featuring 15 acres of medium-high residential density units and a 5 acre park. The site requires an SOI amendment, annexation into Vacaville, and detachment from Special Districts.	high	high	Infill development and site is under Williamson Act
	Fruitvale	Island Annexation. Site requires annexation into the City of Vacaville and detachment from Special Districts	high	high	Island provisions under CKH applicable.
	Dixon SOI	City is contemplating a General Plan Update.	medium	medium	Project requires MSR study and SOI Update.
	North Bay Water Treatment Plant	Proposal area located within City of Fairfield, project requires SID Detachment.	medium	low	The proposed area was annexed to the City of Fairfield as part of the Train Station Specific Plan
	RD 2034	RD 2034 majority land-owner has applied to detach from the District. This action requires a current MSR and SOI before considering further action.	high	high	This Reclamation District was formed for levee protection. Although RD 2034 may meet the requirement for an inactive district, there is concern regarding the effects of the majority land-owner detaching and/or the District dissolving.

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Commission Directives	Island Annexations	Twenty unincorporated islands were identified at the 12/11/17 Commission meeting that total 2,865 acres and over \$286 million in assessed value. Twelve of these islands are 150 acres or less.	medium	medium	Included among LAFCOs' charges are discouraging urban sprawl and encouraging logical and orderly local agency boundaries to promote the efficient extension of municipal services. Unincorporated islands have been a concern in that islands result in illogical boundaries and difficulty and confusion in the delivery of municipal services
	Road Agreements	Work with County and cities to develop road maintenance agreement and policy language for LAFCO related proposals. The policy can be a tool to engage the County and cities during the early stages of a project review process.	medium	high	Road Agreements negotiated amongst the affected agencies can be included as LAFCO conditions of approval for SOI and annexation proposals.
	Fire Services	Re-energize Fire Committee and further analyze Fire District service and organizations to determine effective alternatives that: save money; improve services; address long-term viability.	high	high	Fire studies are multi-faceted and complex. The long-term viability of chronically under-funded districts with primarily volunteer staffing models is problematic.

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Administrative	Website	The Solano LAFCO website is in need of work. It is neither user-friendly or intuitive. Staff needs to improve usability and up-date on a scheduled program.	high	medium	Staff should include public and agency comments and suggestions when considering changes.
	Policies / Standards	Ensure that updated Standards (Policies) are provided on-line. Update and keep current a complete manual that is readily available in the office.	medium	low	Difficult and frustrating to locate "policies" on the website.
	Job Description	Assess current job descriptions to: 1. ensure that they are realistic and in line with statutory duties. 2. are reflective of actual responsibilities 3. rewrite new position descriptions	medium	medium	
	Records Retention	Purge stored records per new Records Management Schedule	low	low	Time consuming

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Outreach	Education	MSR: schedule training during Planning Directors Meetings and when meeting with the various agencies	high	medium	Agency information being received is incomplete suggesting that it is an educational issue. LAFCO needs to be sharing with Agency's what information is expected.
	Education	Property Tax Apportionment	medium	high	Special Districts have voiced many concerns about property tax apportionment, master agreements, and tax negotiations
	Education	Island Annexations	medium	medium	Island annexations are an issue that needs to be identified, addressed, and explained in detail. They are typically not a high city priority. Therefore, they require a strong LAFCO push.

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Outreach		Cemeteries (4)	medium	medium	District meetings
		Fire Districts (6)	high	high	Fire Chiefs and Board meetings
		Water/Reclamation Districs (5)	medium	medium	General Managers/Board Meetings
		Cities (7)	high	high	City Council meetings
		Sewer (2)	medium	medium	General Managers/Board Meetings
		GVRD (1)	medium	low	General Managers/Board Meetings
		Resource Conservation (3)	medium	medium	General Managers/Board Meetings
		City Managers/Planning Directors (14)	high	medium	Introductions/pre-project and project meetings
		Community Groups	high	medium	Raise awareness of Solano LAFCO
		CALAFCO	medium	medium	Educational and network building
		CSDA	medium	medium	Working with CSDA staff regarding Solano special districts

Proposed FY 18/19 Work Plan

	Work Item/Task	Description	Priority Level	Project Complexity	Comments
Legislative	SOI	CKH requires all LAFCOs to conduct an MSR prior to updating the SOI of the various cities and special districts in the County (GC Section 56430). CKH	high	high	There is a significant backlog of MSR/SOIs requiring special emphasis on this work element.
	JPA	Compile listings of JPAs, set up files (electronic and hard copy) and post relevant information to website	medium	low	Approved on August 22, 2016, SB 1266 amended an existing section and added a new section to the Joint Exercise of Powers Act. This change to the Act required JPAs that were formed for the purpose of providing municipal services and that include a local agency member to provide LAFCOs with their joint powers agreements and amendments.
	Inactive Districts	Evaluate and process identified "inactive" districts	high	medium	SB 448 (Wieckowski) requires the State Controller to publish a list of inactive special districts and establishes a process for local agency formation commissions (LAFCO) to dissolve inactive special districts.