



**Local Agency Formation Commission of Napa County**  
Subdivision of the State of California

1754 Second Street, Suite C  
Napa, California 94559  
Phone: (707) 259-8645  
[www.napa.lafco.ca.gov](http://www.napa.lafco.ca.gov)

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*We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture*

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**Agenda Item 6c (Action)**

**TO:** Local Agency Formation Commission

**PREPARED BY:** Brendon Freeman, Executive Officer B F

**MEETING DATE:** December 9, 2024

**SUBJECT:** Strategic Plan and Work Program Updates and Possible Direction

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**RECOMMENDATION**

It is recommended the Commission discuss the update from staff regarding the Strategic Plan 2023-2025 and the Work Program for Fiscal Year 2024-25 and consider providing direction to staff with respect to any desired changes to the Work Program.

**BACKGROUND AND SUMMARY**

On July 10, 2023, the Commission conducted a strategic planning workshop and discussed its goals, priorities, opportunities, and constraints. On October 2, 2023, the Commission adopted the Strategic Plan 2023-2025, included as Attachment 1. The Strategic Plan includes a statement of the Commission's values as well as three priority goals.

On June 3, 2024, the Commission adopted the Work Program for Fiscal Year 2024-25, included as Attachment 2. The Work Program includes schedules for key activities such as municipal service reviews and sphere of influence studies.

Notably, staff has been operating with only two full-time employees since June 2024, resulting in a measurable reduction in staff's capacity to complete all of the major projects anticipated in the Work Program. Several of the scheduled studies are planned to be completed in-house. Staff recommends the Commission consider adjusting some of the study plans to anticipate hiring a private consultant. This would involve directing staff to return at a future meeting to seek authorization to circulate a request for proposals.

**ATTACHMENTS**

- 1) Strategic Plan 2023-2025
- 2) Work Program for Fiscal Year 2024-25

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Margie Mohler, Commissioner  
Councilmember, Town of Yountville

Beth Painter, Commissioner  
Councilmember, City of Napa

Vacant, Alternate Commissioner  
Councilmember, City of American Canyon

Anne Cottrell, Chair  
County of Napa Supervisor, 3rd District

Belia Ramos, Commissioner  
County of Napa Supervisor, 5th District

Joelle Gallagher, Alternate Commissioner  
County of Napa Supervisor, 1st District

Kenneth Leary, Vice Chair  
Representative of the General Public

Eve Kahn, Alternate Commissioner  
Representative of the General Public

Brendon Freeman  
*Executive Officer*



**LOCAL AGENCY FORMATION COMMISSION  
OF NAPA COUNTY**

**TWO YEAR STRATEGIC PLAN  
JULY 1, 2023 – JUNE 30, 2025**

**ADOPTED ON OCTOBER 2, 2023**



## **MISSION STATEMENT OF THE LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY**

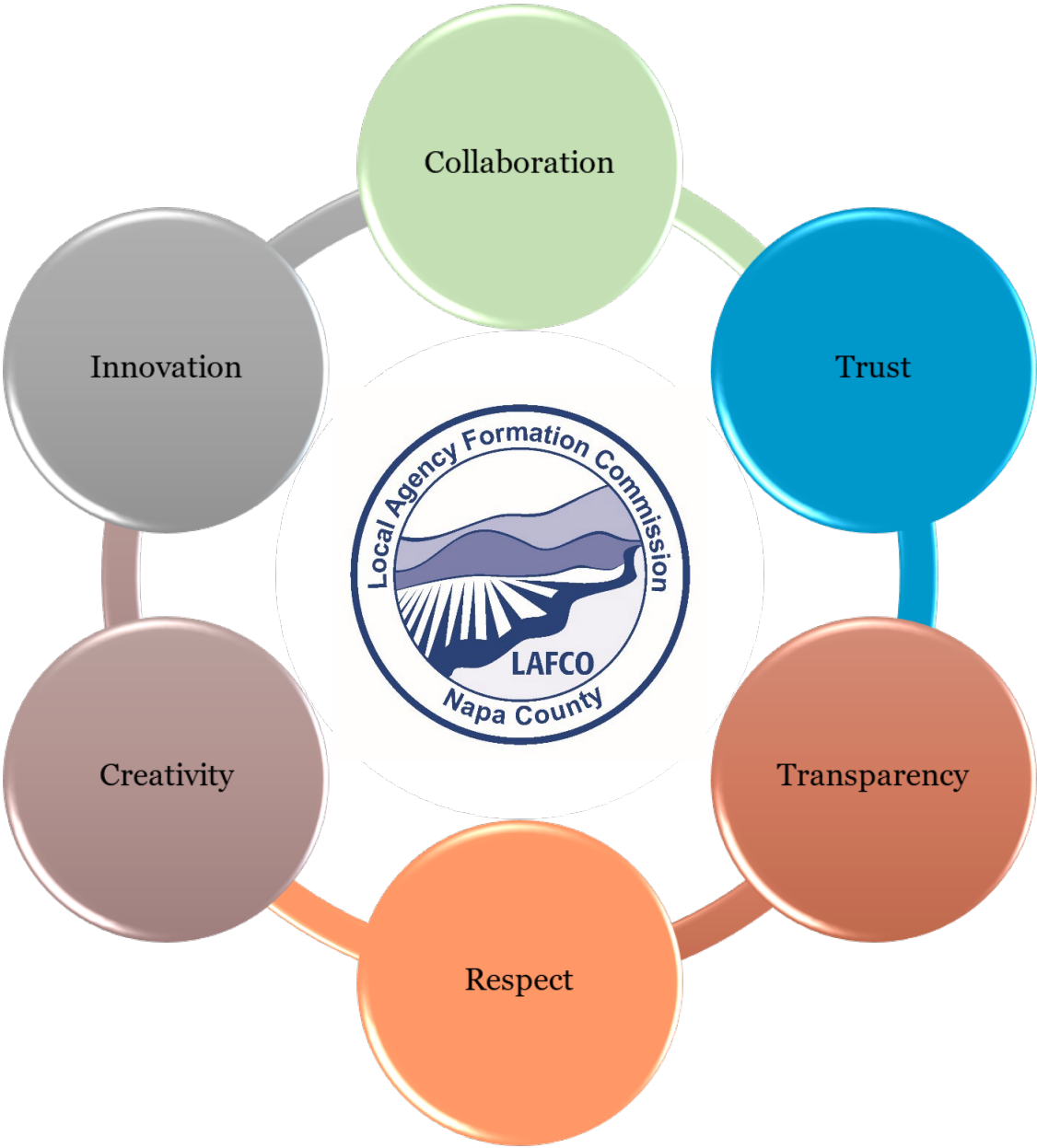
The **Local Agency Formation Commission of Napa County** is committed to serving the citizens and government agencies of its jurisdiction by encouraging the preservation of agricultural lands and open-space and coordinating the efficient delivery of municipal services.





# VALUES OF THE LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY

The *Local Agency Formation Commission of Napa County* is deeply invested in the communities we serve. We are committed to the mission of LAFCO and place high value in that which allows us to successfully partner with all stakeholders in service to the communities of Napa County.





## **FY 2023-24 / 2024-25**

### **Napa LAFCO Goals**

Goal: Understand how the 2020 Water-Wastewater Municipal Service Review may benefit the region



Assess & prioritize  
recommendations



Engage stakeholder  
partners

Goal: Initiate & complete the countywide Fire-EMS Municipal Service Review



Initiate & complete the  
Municipal Service Review



**Goal: Continue gaining greater LAFCO independence**  
(Pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000)



Amend the agreement between  
LAFCO & County to create greater  
independence





## **The Commission**

Margie Mohler, Chair  
City Member (Town of Yountville)

Anne Cottrell, Vice Chair  
County Member (Third Supervisorial District)

Kenneth Leary, Commissioner  
Public Member

Beth Painter, Commissioner  
City Member (City of Napa)

Belia Ramos  
County Member (Fifth Supervisorial District)

Mariam Aboudamous, Alternate Commissioner  
City Member (City of American Canyon)

Joelle Gallagher, Alternate Commissioner  
County Member (First Supervisorial District)

Eve Kahn, Alternate Commissioner  
Public Member

## **The Commission Staff**

Brendon Freeman, Executive Officer  
Dawn Mittleman Longoria, Assistant Executive Officer  
Stephanie Pratt, Clerk/Jr. Analyst  
Gary Bell, Legal Counsel (Colantuono, Highsmith & Whatley)



Napa LAFCO Work Program for Fiscal Year 2024-25			
		Timeline	Comments
STUDIES	Countywide Fire & EMS MSR (Consultant)	Draft report in Oct 2024	Previous Countywide Fire MSR completed in 2006. Contracting with AP Triton to prepare the report.
	County Service Area No. 4 MSR & SOI (In-House)	Draft report in Dec 2024	Previous MSR & SOI completed in 2017. Will initiate following completion of County report on farmworker housing needs.
	Napa Sanitation District SOI (In-House)	Draft report in Feb 2025	Previous MSR completed in 2014 (Central County Region MSR). Previous SOI completed in 2015. Staff has engaged District staff, County staff, and interested community members to identify potential SOI study areas.
	City of St. Helena MSR & SOI (In-House)	Draft report in June 2025	Previous MSR & SOI completed in 2008.
ADMINISTRATION	Audit	Annual	Presented by the County Auditor-Controller annually in December.
	Budget	Annual	Ad hoc Budget Committee appointed annually in December to assist staff in preparing budget and work program. Staff presents quarterly budget reports.
	Legislation	Annual	Ad hoc Legislative Committee appointed annually in December to review state legislation and recommend formal positions.
	New Commissioner Orientation	Ongoing	Mandatory in-person orientation process for new commissioners. Develop commissioner handbook.
	Policies	Ongoing	Policy amendments will be proposed as needed. Policy Manual updated accordingly.
	Proposals	Ongoing	See "Current and Future Proposals" staff report on each meeting agenda for a status update.
	Staff Training	Ongoing	Clerk/Jr. Analyst requires ongoing training on LAFCO's administrative functions and application processing.
	Website/Document Management	Ongoing	Staff continuously updates information on website including agendas, minutes, meeting recordings, audits, budgets, etc.
OTHER	LAFCO Independence	ASAP	Strategic plan goal to enhance independence. Ad hoc subcommittee assisting staff in review of Support Services Agreement with Napa County.
	Special Projects & Studies	TBD	To be determined in budget cycle and strategic planning. Typically involves a contract with a consultant to be funded with reserves. See Countywide Fire & EMS MSR in "Studies".
	Education & Outreach to Stakeholders & Public	Ongoing	Proactive engagement with local agencies. Conduct regular presentations. Leverage website whenever possible.
	Climate Resiliency in LAFCO's Work	Ongoing	Research policies & best practices of other LAFCOs. Consider adopting additional local policies.
	Coordination & Provision of Broadband Services	TBD	Participate in the North Bay Broadband Consortium. Coordinate with other LAFCOs.
	2024 CALAFCO Annual Conference	October 16 - 18, 2024	Location is Tenaya Lodge near Yosemite. All staff and commissioners encouraged to attend
	2025 CALAFCO Staff Workshop	TBD	Location to be determined. All staff encouraged to attend.
<b>Work Program Adopted on June 3, 2024</b>			