



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

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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 7b (Public Hearing)**

**TO:** Local Agency Formation Commission

**PREPARED BY:** Brendon Freeman, Executive Officer *BF*  
Dawn Mittleman Longoria, Assistant Executive Officer *DML*

**MEETING DATE:** April 8, 2024

**SUBJECT:** Proposed Budget for Fiscal Year 2024-25 and Draft Work Program

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**RECOMMENDATION**

It is recommended the Commission take the following actions:

- 1) Open the public hearing and take testimony;
- 2) Close the public hearing;
- 3) Adopt the Resolution of the Local Agency Formation Commission of Napa County Adopting a Proposed Budget for the 2024-25 Fiscal Year (Attachment One);
- 4) Direct staff to circulate the adopted proposed budget to each of the funding agencies as well as the general public for review and comment; and
- 5) Direct the Budget Committee to return with recommendations for a final budget for adoption at a noticed public hearing on June 3, 2024.

It is also recommended the Commission discuss the draft Work Program as described on page four of this report and consider providing any appropriate direction to staff.

**BACKGROUND AND SUMMARY**

LAFCOs are responsible for annually adopting a proposed budget by May 1<sup>st</sup> and a final budget by June 15<sup>th</sup> pursuant to California Government Code section 56381.

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Margie Mohler, Commissioner  
Councilmember, Town of Yountville

Beth Painter, Commissioner  
Councilmember, City of Napa

Mariam Aboudamous, 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*

### ***Budgeting Policies and Update***

Consistent with the Commission's *Budget Policy* ("the Policy"), included as Attachment Two, the Commission appointed Commissioners Leary and Mohler to serve on an ad hoc Budget Committee ("the Committee") to inform the Commission's decision-making process in adopting an annual operating budget. The Policy directs the Committee to also consider the Commission's work program.

The Committee directed staff to develop a proposed budget based on the Strategic Plan goal of greater independence for LAFCO. Staff conducted research and interviews of prospective firms. The firms were recommended by other LAFCOs and public agencies.

The Commission is directed to control operating expenses by utilizing its available undesignated/unreserved fund balance ("reserves") whenever possible and appropriate. The Commission is also directed to retain sufficient reserves to equal no less than one third (i.e., four months) of budgeted operating expenses in the affected fiscal year.

### ***Prescriptive Funding Sources***

The Commission's annual operating expenses are primarily funded by the County of Napa and the Cities of American Canyon, Calistoga, Napa, St. Helena, and Town of Yountville. State law specifies the County is responsible for one-half of the Commission's operating expenses while the remaining amount is to be apportioned among the cities and town. The current formula for allocating the cities' and town's shares of the Commission's budget was adopted by the municipalities in 2003 and is based on a weighted calculation of population (60%) and general tax revenues (40%). Additional funding – typically less than 10% of total revenues – is budgeted from anticipated application fees and interest earnings.

### ***Proposed Budget Overview***

The Commission will consider approving a proposed budget for fiscal year 2024-25 with operating expenses and revenues each totaling \$913,362, positioning the Commission to finish the fiscal year with reserves totaling \$378,583 or 41.4% of operating expenses.

### ***Proposed Operating Expenses***

The Committee proposes an increase in budgeted operating expenses from \$709,436 to \$913,362; a difference of \$203,926 compared to the current fiscal year. The increase is primarily based on the Commission's current two-year strategic plan, included as Attachment Three, which prioritizes the goal of bringing greater independence to LAFCO. The goal of greater independence was recently adopted by the Commission as part of its Strategic Plan (FY 23-25). Various increased expenses are one-time, initial costs to transition LAFCO to an independent agency. A summary of significant operating expenses follows.

### Salaries and Benefits Unit

This budget unit is proposed to total \$19,000 and is primarily associated with Commissioner per diems for attendance at meetings, conferences, trainings, and other activities related to LAFCO business.<sup>1</sup> Staff salaries and benefits are categorized under Administration Services (Account No. 52100) within the Services and Supplies budget unit as summarized below.

### Services and Supplies Unit

This budget unit is proposed to total \$894,362. The following is a summary of expense accounts that differ by at least \$10,000 compared to the current fiscal year:

- 1) Administration Services (Account No. 52100):  
Increase from \$559,015 to \$667,647 to reflect the following:
  - True cost of retirement contributions, which had been inadvertently underbudgeted for several years.
  - Staff salaries that were previously approved by the Commission, but have not been put into effect due to the nature of LAFCO's support services agreement (SSA) with the County of Napa.<sup>2</sup> Also, an anticipated step increase is included for the Clerk/Jr. Analyst.
  - True cost of Medicare contributions if all aforementioned salary increases for staff are put into effect.
  - 3.0% cost of living adjustments for all staff.
  - Executive Officer management leave cash out (80 hours).
  - Executive Officer vacation leave cash out (40 hours).
  - \$3,200 for the Executive Officer and Assistant Executive Officer to participate in the County of Napa's 401(a) retirement savings plan.
- 2) Accounting/Auditing Services (Account No. 52125):  
Increase from \$7,500 to \$20,000 based on estimates to transition the Commission to a fully independent agency.
- 3) Legal Services (Account No. 52140):  
Increase from \$35,000 to \$50,000 to reflect anticipated workload increases for the Commission's legal counsel as part of accomplishing the goal of LAFCO's independence adopted as part of the Commission's Strategic Plan.
- 4) Consulting Services (Account No. 52310):  
Decrease from \$105,000 to \$45,000 to reflect the remaining portion of the consultant contract for the Countywide Fire and Emergency Medical Services Municipal Service Review and Sphere of Influence Reviews.

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<sup>1</sup> Commissioners Leary and Mohler serve on the CALAFCO Board of Directors. Commissioner Mohler currently serves as CALAFCO Board Chair. All CALAFCO meetings result in per diem payments.

<sup>2</sup> Under the SSA, LAFCO staff are County employees subject to the County's personnel rules and agreements. The Commission, as an independent agency, has the authority to determine desired staff salaries and to adopt the appropriate budget. The Commission approved Napa LAFCO independence as a Strategic Plan goal. Staff was directed to develop a budget reflecting the goal of independence.

### ***Proposed Operating Revenues***

The Committee proposes an increase in operating revenues from \$709,436 to \$913,362; a difference of \$203,926 compared to the current fiscal year. Agency contributions are proposed to total \$876,362. The change to an independent LAFCO includes various one-time costs. Service charges (i.e., proposal application fees) are proposed to total \$30,000 based on anticipated proposal activity. Interest earnings on the Commission's fund balance are proposed to total \$7,000 based on recent trends in interest rates.

### ***Work Program***

The Commission annually adopts a work program and the Budget Committee is directed to consider it as part of the budget preparation process. The Committee considered a draft Work Program for Fiscal Year 2024-25 prepared by staff, included as Attachment Four. This includes approximate schedules for the preparation of municipal service reviews and other projects. The Commission is invited to discuss the draft Work Program and consider any appropriate changes before adoption of a final Work Program at a future meeting.

## **ATTACHMENTS**

- 1) Draft Resolution Adopting a Proposed Budget for Fiscal Year 2024-25
- 2) Budget Policy
- 3) Strategic Plan July 1, 2023 – June 30, 2025
- 4) Draft Work Program for Fiscal Year 2024-25

**RESOLUTION NO. \_\_\_\_\_**

**RESOLUTION OF  
THE LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY  
ADOPTING A PROPOSED BUDGET FOR THE 2024-25 FISCAL YEAR**

**WHEREAS**, the Local Agency Formation Commission of Napa County (hereinafter referred to as “Commission”) is required by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code sections 56000 et seq.) to adopt a proposed budget for the next fiscal year; and

**WHEREAS**, Government Code section 56381 requires the Commission to adopt a proposed budget by May 1 and a final budget by June 15; and

**WHEREAS**, the Commission appoints and utilizes an ad hoc subcommittee (“Budget Committee”) to help inform and make decisions regarding the agency’s funding requirements; and

**WHEREAS**, the Executive Officer prepared a report concerning the Budget Committee’s recommended proposed budget; and

**WHEREAS**, the Executive Officer’s report was presented to the Commission in the manner provided by law; and

**WHEREAS**, the Commission heard and fully considered all the evidence presented at its public hearing on the proposed budget held on April 8, 2024; and

**WHEREAS**, the Commission determined the proposed budget projects the staffing and program costs of the Commission as accurately and appropriately as is possible.

**NOW, THEREFORE, THE COMMISSION DOES HEREBY RESOLVE, DETERMINE, AND ORDER** as follows:

1. The proposed budget as outlined in Exhibit “A” is adopted.
2. The proposed budget provides the Commission sufficient resources to fulfill its regulatory and planning responsibilities in accordance with Government Code section 56381(a).

The foregoing resolution was duly and regularly adopted by the Commission at a public meeting held on April 8, 2024, after a motion by Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, by the following vote:

AYES: Commissioners \_\_\_\_\_

NOES: Commissioners \_\_\_\_\_

ABSENT: Commissioners \_\_\_\_\_

ABSTAIN: Commissioners \_\_\_\_\_

\_\_\_\_\_  
Anne Cottrell  
Commission Chair

ATTEST: \_\_\_\_\_  
Brendon Freeman  
Executive Officer

Recorded by: Stephanie Pratt  
Clerk/Jr. Analyst

DRAFT

# Exhibit A



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

### FY 2024-25 DRAFT PROPOSED BUDGET

Adopted by the Commission on April 8, 2024

Expenses	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25
	Final Budget	Actual	Final Budget	Actual	Adjusted Budget	Estimate	Proposed Budget
<b>Salaries and Benefits</b>							
<u>Account</u>	<u>Description</u>						
51210	12,500	12,300	15,200	12,690	15,000	15,000	18,000
51300	250	205	250	181	250	250	300
51305	500	525	500	583	600	600	700
<b>Total Salaries &amp; Benefits</b>	13,250	13,030	15,950	13,454	15,850	15,850	19,000
<b>Services and Supplies</b>							
<u>Account</u>	<u>Description</u>						
52100	439,901	408,954	509,844	429,510	559,015	535,000	667,647
52125	7,500	6,847	7,500	7,742	7,500	7,500	20,000
52130	24,489	24,489	23,974	23,974	34,309	34,309	27,746
52131	1,837	1,837	1,685	1,692	2,000	2,000	2,757
52140	25,000	22,000	35,000	32,402	35,000	34,000	50,000
52310	-	-	10,000	-	105,000	105,000	45,000
52345	300	150	300	150	300	150	300
52515	1,930	1,930	1,930	629	3,062	1,762	1,512
52600	4,000	2,784	4,000	2,740	3,500	3,300	3,000
52605	31,322	28,234	25,995	25,995	26,775	26,775	27,570
52700	578	578	638	-	716	716	6,000
52800	2,000	1,485	3,000	1,667	3,000	3,000	3,000
52830	1,000	1,100	1,000	1,282	750	1,000	1,000
52835	200	150	200	-	150	150	200
52900	10,000	-	15,000	8,937	15,000	9,000	20,000
52905	500	-	1,000	-	3,000	800	1,000
53100	1,000	400	1,000	1,282	2,000	2,250	2,500
53110	500	100	150	-	100	-	100
53115	-	119	119	119	119	119	119
53120	2,934	2,934	3,078	3,078	3,332	3,332	3,411
53205	1,500	1,950	2,000	1,540	2,400	2,350	2,500
53410	-	38	-	-	571	571	5,000
53415	225	225	225	-	225	225	3,000
53650	250	33	-	316	760	850	1,000
<b>Total Services &amp; Supplies</b>	556,966	506,337	647,638	543,055	808,584	774,159	894,362
<b>EXPENSE TOTALS</b>	570,216	519,367	663,588	556,509	824,434	790,009	913,362

# Exhibit A

## Revenues

		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25
		Final Budget	Actual	Final Budget	Actual	Adjusted Budget	Estimate	Proposed Budget
<b>Intergovernmental</b>								
<u>Account</u>	<u>Description</u>							
43910	County of Napa	254,835	254,835	313,794	313,794	339,738	339,738	438,181
43950	Other Governmental Agencies	254,835	254,835	313,794	313,794	339,738	339,738	438,181
----	<i>City of Napa</i>	166,432	166,432	207,969	207,969	222,680	222,680	287,204
----	<i>City of American Canyon</i>	45,843	45,843	56,307	56,307	61,235	61,235	78,979
----	<i>City of St. Helena</i>	18,608	18,608	20,381	20,381	22,609	22,609	29,160
----	<i>City of Calistoga</i>	13,976	13,976	16,885	16,885	20,342	20,342	26,237
----	<i>Town of Yountville</i>	9,976	9,976	12,252	12,252	12,872	12,872	16,602
	<b>Total Intergovernmental</b>	509,670	509,670	627,588	627,588	679,476	679,476	876,362
<b>Service Charges</b>								
<u>Account</u>	<u>Description</u>							
42690	Application/Permit Fees	20,000	25,450	25,000	30,110	22,950	39,830	25,000
46800	Charges for Services	600	1,074	1,000	2,667	510	4,320	1,000
47900	Miscellaneous	-	2,845	4,000	-	-	-	4,000
	<b>Total Service Charges</b>	20,600	29,369	30,000	32,777	23,460	44,150	30,000
<b>Investments</b>								
<u>Account</u>	<u>Description</u>							
45100	Interest	10,000	5,700	6,000	7,243	6,500	18,146	7,000
	<b>Total Investments</b>	10,000	5,700	6,000	7,243	6,500	18,146	7,000
	<b>REVENUE TOTALS</b>	540,270	544,739	663,588	667,608	709,436	741,772	913,362
<b>OPERATING DIFFERENCE</b>		(29,946)	25,372	0	111,099	(114,998)	(48,237)	(0)

## Reserves

	2021-22	2022-23	2023-24	2024-25
<b>Undesignated/Unreserved Fund Balance ("Reserves")</b>				
Beginning:	270,692	296,064	407,163	378,583
Ending:	296,064	407,163	358,926	378,583
<b>MINIMUM FOUR MONTH RESERVE GOAL</b>	190,072	221,196	274,811	304,454





## LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY

### *Budget Policy*

(Adopted: August 9, 2001; Last Amended: November 18, 2019)

#### **I. Background**

The Cortese-Knox-Hertzberg Local Government Reorganization (CKH) Act of 2000 includes provisions for establishing a budget and for the receipt of funds. [Government Code \(G.C.\) §56381](#) establishes that the Commission shall annually adopt a budget for the purpose of fulfilling its duties under CKH.

#### **II. Purpose**

It is the intent of the Commission to adopt a policy for budget purposes which establishes procedures for compiling, adopting and administering the budget. The Commission is committed to providing transparency of its operations including its fiscal activities. The Commission follows recognized accounting principles and best practices in recognition of its responsibility to the public.

#### **III. Preparation of Annual Budget**

- A) An annual budget shall be prepared, adopted and administered in accordance with [\(G.C.\) §56381](#).
- B) The Commission should annually consider the Fee Schedule, including any anticipated changes, and Work Program in conjunction with the budget process.
- C) The Commission is committed to ensuring the agency is appropriately funded each fiscal year to effectively meet its prescribed regulatory and planning responsibilities. The Commission is also committed to controlling operating expenses to reduce the financial obligations on the County of Napa, the cities and town, hereafter referred to as the “funding agencies,” whenever possible and appropriate.
- D) The budget shall include an undesignated/unreserved fund balance equal to a minimum of one-third (i.e., four months) of annually budgeted operating expenses.
- E) The Commission shall establish an ad-hoc budget committee at the last meeting of each calendar year comprising of two Commissioners which will terminate with the adoption of the final budget. Commissioners appointed to a budget committee shall receive a regular per diem payment for each meeting attended.
- F) The adopted final budget should be posted on the Commission’s website for public viewing for a minimum of five years.
- G) The Executive Officer shall provide quarterly budget reports to the Commission for informational purposes.

#### IV. Budget Contributions and Collection of Funds

[G.C. §56381](#) establishes that the Commission shall adopt annually a budget for the purpose of fulfilling its duties under CKH. It further establishes that the County Auditor shall apportion the operating expenses from this budget in the manner prescribed by [G.C. §56381\(b\)](#), or in a manner mutually agreed upon by the agencies responsible for the funding of the Commission's budget [G.C. §56381\(c\)](#) states that:

After apportioning the costs as required in subdivision (b), the auditor shall request payment from the Board of Supervisors and from each city no later than July 1 of each year for the amount that entity owes and the actual administrative costs incurred by the auditor in apportioning costs and requesting payment from each entity. If the County or a city does not remit its required payment within 60 days, the Commission may determine an appropriate method of collecting the required payment, including a request to the auditor to collect an equivalent amount from the property tax, or any fee or eligible revenue owed to the County or city. The auditor shall provide written notice to the County or city prior to appropriating a share of the property tax or other revenue to the Commission for the payment due the Commission pursuant to this section.

It is the intent of the Commission that all agencies provide the costs apportioned to them from the LAFCO budget. Pursuant to [G.C. §56381\(c\)](#), the policy of the Commission is:

- A) If the County or a city or a town does not remit its required payment within 45 days of the July 1 deadline, the County Auditor shall send written notice to the agency in question that pursuant to [G.C. §56381\(c\)](#) and this policy, the Auditor has the authority to collect the amount of the Commission's operating expenses apportioned to that agency after 60 days from the July 1 deadline.
- B) If the County or a city or a town does not remit its required payment within 60 days of the July 1 deadline, the County Auditor shall collect an amount equivalent to the cost apportioned to that agency from the property tax owed to that agency, or some other eligible revenue deemed appropriate or necessary by the County Auditor. The County Auditor shall send written notice of the action taken to the agency and to the Commission.

## V. Executive Officer Purchasing and Budget Adjustment Authority

Pursuant to [G.C. §56380](#), the Commission shall make its own provision for necessary quarters, equipment, supplies, and services. The associated operating costs are provided for through the Commission's adoption of its annual budget in the manner prescribed in [G.C. §56381](#).

It is the intent of the Commission to charge the LAFCO Executive Officer with the responsibility and authority for coordinating and managing the procurement of necessary quarters, equipment, supplies, and services, and to adjust the annual budget as necessary under certain circumstances. The policy of the Commission is:

- A) The Executive Officer is charged with the responsibility and authority for coordinating and managing the procurement of necessary quarters, equipment, supplies, and services in accordance with applicable laws, regulations and policies.
- B) The Executive Officer is authorized to act as the agent for LAFCO in procuring necessary quarters, equipment, supplies, and services.
- C) Only the Commission itself or the Executive Officer may commit LAFCO funds for the purchase of any necessary quarters, equipment, supplies, or services for LAFCO use.
- D) The Executive Officer is delegated purchasing authority on behalf of LAFCO for necessary quarters, equipment, supplies, and services not to exceed \$5,000 per transaction. The Commission must approve any purchase of necessary quarters, equipment, supplies, and services that exceed the monetary limits set forth in this policy.
- E) Following review and approval by the Chair, the Executive Office is authorized to make adjustments and administrative corrections to the budget without Commission action provided the adjustments and corrections are within the total budget allocations adopted by the Commission.
- F) Following review and approval by the Chair, the Executive Officer is authorized to adjust the budget for purposes of carrying over to the new fiscal year any encumbered funds that have been approved by the Commission in a prior fiscal year and involve unspent balances. Said funds include committed contracts for services that were not completed in the prior fiscal year and must be re-encumbered by way of a budget adjustment in the new fiscal year.



**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	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	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	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	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	Proposed budget must be adopted by May 1; final budget must be adopted by June 15; as hoc Budget Committee appointed annually in December; staff prepares 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 and 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	Staff and ad hoc subcommittee working with County on changes to existing Support Services Agreement to address LAFCO's need for greater independence consistent with strategic plan
	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
	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	Yosemite; all staff and commissioners encouraged to attend
	2025 CALAFCO Staff Workshop	TBD	Location to be determined; all staff encouraged to attend
Draft Work Program Presented on April 8, 2024			