



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

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

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**Agenda Item 8b (Discussion)**

**TO:** Local Agency Formation Commission

**PREPARED BY:** Brendon Freeman, Executive Officer *BF*

**MEETING DATE:** August 1, 2022

**SUBJECT:** Strategic Plan and Work Program Progress Report

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**RECOMMENDATION**

This item is for discussion purposes only. No formal action is required as part of this item. It is recommended the Commission consider providing direction to the Executive Officer with respect to future strategic planning activities.

**BACKGROUND AND SUMMARY**

The Commission will receive a report on its adopted *Strategic Plan 2018-2022* (“Strategic Plan”), included as Attachment One, and *Work Program for Fiscal Year 2022-23* (“Work Program”), included as Attachment Two.

On February 5, 2018, the Commission adopted the Strategic Plan, which includes comprehensive schedules for municipal service reviews (MSRs), sphere of influence (SOI) reviews, and review of local policies. The Strategic Plan includes a set of core guiding principles that underlie Napa LAFCO’s activities, as follows:

- 1) Active, in-depth communication and outreach
- 2) Review and update Commission policies
- 3) Prepare MSRs and SOI updates

On February 7, 2022, the Commission discussed strategic planning and directed staff to return with further discussion of unincorporated islands and MSRs before scheduling a special meeting in 2023 for purposes of more general strategic planning.

On June 6, 2022, the Commission adopted the Work Program, which includes scheduling for the Commission’s key activities in the near term.

A summary of progress on key activities in the Strategic Plan and Work Program follows.

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Margie Mohler, Chair  
Councilmember, Town of Yountville

Mariam Aboudamous, Commissioner  
Councilmember, City of American Canyon

Beth Painter, Alternate Commissioner  
Councilmember, City of Napa

Brad Wagenknecht, Vice Chair  
County of Napa Supervisor, 1st District

Diane Dillon, Commissioner  
County of Napa Supervisor, 3rd District

Ryan Gregory, Alternate Commissioner  
County of Napa Supervisor, 2nd District

Kenneth Leary, Commissioner  
Representative of the General Public

Eve Kahn, Alternate Commissioner  
Representative of the General Public

Brendon Freeman  
Executive Officer

### ***MSRs and SOI Reviews***

Staff is actively working, or anticipates commencing work, on the following MSRs and SOI reviews:

- MSR and SOI Review for the Silverado Community Services District  
A draft report is on today's agenda as item 8a. A final report for adoption will follow the public review and comment period.
- MSR and SOI Review for the Napa County Resource Conservation District  
Staff anticipates a draft report will be presented as early as the October 3, 2022 regular meeting. A final report for adoption will follow the public review and comment period.
- MSR and SOI Review for the City of St. Helena  
A preliminary draft MSR and SOI Review for St. Helena was completed by a former consultant in August 2017. The City requested numerous revisions along with an indefinite delay to allow the City to first complete its General Plan Update, which has since been completed. The City recently hired a new City Manager. Staff will engage the City Manager to discuss appropriate timing to resume this activity.
- MSR and SOI Review for the City of Calistoga  
Staff anticipates this activity will be completed by June 2023.
- MSR and SOI Review for the City of Napa  
Staff from the City recommended initiating this activity after completion of the City's General Plan update. Staff anticipates this activity will be completed by December 2023.
- SOI Review for the Napa Sanitation District  
Staff anticipates this activity will be completed by December 2023.
- MSR and SOI Review for County Service Area No. 4  
Staff anticipates a draft report will be completed by December 2023.

### ***Policy Review***

It is anticipated the Policy Committee (Commissioners Mohler and Wagenknecht) will complete its comprehensive review of local policies and present amendments or new policies, as appropriate, by June 2023.

### ***Communications and Outreach***

The Commission recently began issuing a quarterly newsletter. Staff prepares and distributes newsletters in January, April, July, and October each year. The most recent issue of the quarterly newsletter was distributed in July 2022 and is included on today's agenda as item 5f.

### ***Island Annexation Program***

The City of Napa will have the lead role for the initiation of any island annexations in the future. LAFCO staff agreed to assist the City with public outreach as requested. The Commission requested further discussion of island annexations prior to the impending departure of retiring Commissioners Dillon and Wagenknecht. However, the City reports it is currently struggling to provide basic level planning services following the departure of its former Planning Manager, who had been the City's lead staff member for island annexations. The City anticipates it will have capacity to resume island discussions sometime in 2023. Staff recommends the Commission defer discussion of island annexations until the City has capacity to meaningfully engage.

### ***Housing and General Plan Updates***

This activity was requested by the Commission to assist in its decision making as it relates to best serving the diverse needs of all local municipalities. Staff anticipates presenting an informational countywide report on housing and general plan activities at the Commission's October 3, 2022 meeting. The most recent report is available online at: [https://www.napa.lafco.ca.gov/uploads/documents/10-4-21\\_7a\\_Housing-GeneralPlans.pdf](https://www.napa.lafco.ca.gov/uploads/documents/10-4-21_7a_Housing-GeneralPlans.pdf).

### ***Support Services Agreement with the County of Napa***

LAFCO staff continues to work with County staff to prepare comprehensive amendments to the existing support services agreement between the two agencies. Staff anticipates the amendments will be available for Commission consideration within the next six months.

### ***Future Strategic Planning***

The Commission previously discussed scheduling a future strategic planning session to guide its activities into the foreseeable future after the current Strategic Plan expires at the end of 2022. The Commission indicated a preference for an in-person strategic planning session and included funding in the fiscal year 2022-23 budget to hire a facilitator. It may be appropriate to defer scheduling of the next strategic planning session to the second half of 2023 to allow for newer Commissioners to first become better acclimated to LAFCO.

Staff recommends the Commission continue to discuss the following items related to strategic planning and provide direction to staff as appropriate:

- Desired location and timing
- Specific agenda topics (islands and a fire service MSR already discussed)
- Selection of an outside facilitator
- Any other matters relevant to strategic planning

### **ATTACHMENTS**

- 1) Strategic Plan 2018-22
- 2) Work Program 2022-23



## LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY

*Strategic Plan 2018-2022*  
(Adopted: February 5, 2018)

### Mission Statement

The Local Agency Formation Commission (LAFCO) 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.

### Focus of Napa LAFCO

The following core guiding principles underlie Napa LAFCO's activities. Each of these principles is centered on Napa LAFCO having in-depth, active communication with respect to all relevant constituents.

- Municipal Service Reviews based on local agency, Napa County, & LAFCO needs
  - Study Schedule for 2018-2022 included as Exhibit A
- Re-writing policies (on a schedule) to be comprehensive, effective, and transparent
  - Policy Review Schedule for 2018-2020 included as Exhibit B
- Forecasting issues relating to local services and boundaries, as well as State legislation
- Active involvement of agency constituents in problem-solving local agency sustainability
- Engagement with local city/town general plan updates
- Active with local agencies in managing housing growth and related issues including transportation



## LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY

### STUDY SCHEDULE (2018-2022)

**Municipal Service Reviews (Government Code §56430)**  
**Sphere of Influence Updates (Government Code §56425)**  
**Major Boundary Change Projects**

Adopted: February 5, 2018

## 2018

### **South County Region MSR and SOIs**

Municipal Service Review will examine the governmental services provided by the City of American Canyon, American Canyon Fire Protection District, and County Service Area No. 3. The Municipal Service Review will inform Sphere Of Influence Updates for all three local agencies.

### **City of St. Helena MSR and SOI**

Municipal Service Review will examine the governmental services provided by the City of St. Helena. The Municipal Service Review will inform a Sphere Of Influence Update.

### **Napa County Regional Park and Open Space District MSR and SOI**

Municipal Service Review will examine the governmental services provided by the Napa County Regional Park and Open Space District and inform a Sphere Of Influence Update.

### **Island Annexation Program**

The Commission will seek to partner with the City of Napa and the County of Napa to develop an island annexation program.

## 2019

### **Island Annexation Program**

The Commission will seek to partner with the City of Napa and the County of Napa to develop an island annexation program.

### **Countywide Water and Wastewater Services MSR**

Municipal Service Review will examine all municipal water and wastewater services provided throughout Napa County and will inform Sphere Of Influence Updates for each agency under review.

## 2020

### **Island Annexation Program**

The Commission will seek to partner with the City of Napa and the County of Napa to develop an island annexation program.

### **City of Napa MSR and SOI**

Municipal Service Review will examine the governmental services provided by the City of Napa and inform a Sphere Of Influence Update.

### **Lake Berryessa Resort Improvement District SOI**

Sphere Of Influence Update for the Lake Berryessa Resort Improvement District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

### **Napa Berryessa Resort Improvement District SOI**

Sphere Of Influence Update for the Napa Berryessa Resort Improvement District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

### **Spanish Flat Water District SOI**

Sphere Of Influence Update for the Spanish Flat Water District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

### **Napa Sanitation District SOI**

Sphere Of Influence Update for the Napa Sanitation District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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## 2021

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### **Napa County Resource Conservation District MSR and SOI**

Municipal Service Review will examine the governmental services provided by the Napa County Resource Conservation District and inform a Sphere Of Influence Update.

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### **Napa County Flood Control and Water Conservation District SOI**

Sphere Of Influence Update for the Napa County Flood Control and Water Conservation District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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### **Silverado Community Services District MSR and SOI**

Municipal Service Review will examine the governmental services provided by the Silverado Community Services District and inform a Sphere Of Influence Update.

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### **Public Cemetery Districts MSR and SOIs**

Municipal Service Review will examine the governmental services provided by the Monticello Public Cemetery District and Pope Valley Cemetery District and inform Sphere Of Influence Updates for both agencies.

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### **Los Carneros Water District SOI**

Sphere Of Influence Update for the Los Carneros Water District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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### **Napa River Reclamation District No. 2109 SOI**

Sphere Of Influence Update for the Napa River Reclamation District No. 2109 will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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### **City of Calistoga MSR and SOI**

Municipal Service Review will examine the governmental services provided by the City of Calistoga and inform a Sphere Of Influence Update.

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## 2022

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### **Congress Valley Water District SOI**

Sphere Of Influence Update for the Congress Valley Water District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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### **Circle Oaks County Water District SOI**

Sphere Of Influence Update for the Circle Oaks County Water District will be informed by the Countywide Water and Wastewater Services Municipal Service Review.

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### **County Service Area No. 4 MSR and SOI**

Municipal Service Review will examine the governmental services provided by County Service Area No. 4 and inform a Sphere Of Influence Update.

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### **Napa County Mosquito Abatement District MSR and SOI**

Municipal Service Review will examine the governmental services provided by the Napa County Mosquito Abatement District and inform a Sphere Of Influence Update.

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### **Town of Yountville MSR and SOI**

Municipal Service Review will examine the governmental services provided by the Town of Yountville and inform a Sphere Of Influence Update.

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<b>Recent MSRs and SOI Updates / Study Schedule 2018-2022</b>				
<b>Local Agencies</b>	<b>Last MSR</b>	<b>Next MSR</b>	<b>Last SOI Update</b>	<b>Next SOI Update</b>
<b>CITIES/TOWN</b>				
American Canyon	<a href="#">June 2009</a>	April 2018	<a href="#">June 2010</a>	April 2018
Calistoga	<a href="#">December 2016</a>	December 2021	<a href="#">December 2016</a>	December 2021
Napa	<a href="#">December 2013</a>	April 2020	<a href="#">February 2014</a>	December 2020
St. Helena	<a href="#">May 2008</a>	October 2018	<a href="#">August 2008</a>	December 2018
Yountville	<a href="#">April 2017</a>	October 2022	<a href="#">April 2017</a>	October 2022
<b>SPECIAL DISTRICTS</b>				
American Canyon Fire Protection District (ACFPD)	<a href="#">June 2009</a>	April 2018	<a href="#">August 2010</a>	April 2018
Circle Oaks County Water District (COCWD)	<a href="#">August 2016</a>	December 2019	<a href="#">August 2016</a>	April 2022
Congress Valley Water District (CVWD)	<a href="#">December 2017</a>	December 2019	<a href="#">December 2017</a>	February 2022
County Service Area No. 3 (CSA 3)	<a href="#">June 2009</a>	April 2018	<a href="#">October 2012</a>	April 2018
County Service Area No. 4 (CSA 4)	<a href="#">December 2017</a>	June 2022	<a href="#">December 2017</a>	June 2022
Lake Berryessa Resort Improvement District (LBRID)	<a href="#">April 2011</a>	December 2019	<a href="#">December 2012</a>	August 2020
Los Carneros Water District (LCWD)	<a href="#">August 2016</a>	December 2019	<a href="#">August 2016</a>	August 2021
Monticello Public Cemetery District (MPCD)	<a href="#">July 2016</a>	June 2021	<a href="#">July 2016</a>	June 2021
Napa Berryessa Resort Improvement District (NBRID)	<a href="#">April 2011</a>	December 2019	<a href="#">April 2013</a>	August 2020
Napa County Flood Control & Water Conservation District (NCFCWCD)	<a href="#">June 2016</a>	December 2019	<a href="#">June 2016</a>	April 2021
Napa County Mosquito Abatement District (NCMAD)	<a href="#">June 2017</a>	June 2022	<a href="#">June 2017</a>	June 2022
Napa County Regional Park and Open Space District (NCRPOSD)	<a href="#">December 2010</a>	December 2018	<a href="#">December 2010</a>	December 2018
Napa County Resource Conservation District (NCRCD)	<a href="#">April 2016</a>	February 2021	<a href="#">April 2016</a>	February 2021
Napa River Reclamation District No. 2109 (NRRD)	<a href="#">December 2016</a>	December 2019	<a href="#">December 2016</a>	October 2021
Napa Sanitation District (NSD)	<a href="#">April 2014</a>	December 2019	<a href="#">October 2015</a>	December 2020
Pope Valley Cemetery District (PVCD)	<a href="#">July 2016</a>	June 2021	<a href="#">July 2016</a>	June 2021
Silverado Community Services District (SCSD)	<a href="#">April 2014</a>	April 2021	<a href="#">October 2015</a>	April 2021
Spanish Flat Water District (SFWD)	<a href="#">April 2011</a>	December 2019	<a href="#">August 2013</a>	August 2020

South County Region MSR and SOI Updates

Public Cemetery Districts MSR and SOI Updates

Countywide Water and Wastewater Services MSR

<b>Policy</b>	<b>Priority</b>	<b>Adopted or Last Amended</b>	<b>Complete Review</b>
Legislation	1	N/A	December 2017
Unincorporated Islands *	1	October 2011	February 2018
Outside Service Agreements	1	April 2016	April 2018
Conflict of Interest Code	1	October 2016	August 2018
Spheres of Influence *	1	October 2011	October 2018
Municipal Service Reviews	1	October 2015	December 2018
Annexations *	2	October 2011	February 2019
Disadvantaged Unincorporated Communities	2	N/A	April 2019
Definitions *	2	October 2011	June 2019
CEQA	3	December 2006	August 2019
Appointment of Public Members	3	April 2008	October 2019
Appointment of Chair and Vice-Chair	3	June 2015	October 2019
Budget	3	June 2016	December 2019
Budget Contributions and Collection of Funds	3	April 2001	December 2019
Establishing Officers of the Commission	3	August 2004	February 2020
Executive Officer Performance Review	3	October 2014	February 2020
Executive Officer Purchasing Authority	3	October 2014	February 2020
Records Retention and Destruction	3	December 2015	April 2020
Social Media	3	October 2011	April 2020
Conducting Meetings and Business	3	December 2015	June 2020
Scheduling of Meetings	3	June 2016	June 2020
Indemnification	3	October 2014	August 2020
Conducting Authority Proceedings	3	December 2008	August 2020
Appointment of Commission Counsel	3	April 2001	October 2020
Work Schedule	3	June 2002	October 2020
Telecommuting	3	July 1997	December 2020
Travel Policy	3	November 2009	December 2020

\* Currently Part of General Policy Determinations



<b>Napa LAFCO Work Program for Fiscal Year 2022-23</b>			
		<b>Timeline</b>	<b>Comments</b>
<b>STUDIES</b>	Silverado Community Services District MSR & SOI	2022	Previous MSR completed in 2014 (Central County Region MSR), previous SOI completed in 2016
	Napa County Resource Conservation District MSR & SOI	2022	Previous MSR & SOI completed in 2016
	City of St. Helena MSR & SOI	2022 or 2023	Previous MSR & SOI completed in 2008, on hold for permanent City Manager
	City of Calistoga MSR & SOI	2023	Previous MSR & SOI completed in 2016
	City of Napa MSR & SOI	2023	Previous MSR completed in 2014 (Central County Region MSR), previous SOI completed in 2014, on hold until City General Plan update complete
	Napa Sanitation District SOI	2023	Previous MSR completed in 2014 (Central County Region MSR), previous SOI completed in 2015, on hold for City & County housing element progress
	County Service Area No. 4 MSR & SOI	2023	Previous MSR & SOI completed in 2017
<b>ADMINISTRATION</b>	Audit	Annual	Will be presented by the County Auditor-Controller
	Budget	Annual	Final budget must be adopted by June 15, two Commissioners will be appointed to Budget Committee in December, staff presents quarterly budget reports
	Legislation	Ongoing	Legislative Committee reviews state legislation and recommends positions
	Policies	Ongoing	Policy Committee reviews and recommends updates
	Newsletter	Quarterly	Quarterly newsletter issued in January, April, July, and October
	Website	Ongoing	Staff updates information on website
<b>OTHER</b>	Strategic Planning	2022 or 2023	Commission will schedule a strategic planning session to consider challenges, opportunities, and vision for LAFCO
	Support Services Agreement with County of Napa	2022 or 2023	Staff working with County to update agreement, amendments will be presented to Commission and BOS for adoption
	2022 CALAFCO Annual Conference	October 2022	October 19 - 21 in Newport Beach
	2023 CALAFCO Staff Workshop	March 2023	April 26 - 28 in Murphys
<b>Adopted on June 6, 2022</b>			