



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

Agenda Item 9b (Action)

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer B F

MEETING DATE: August 3, 2026

SUBJECT: Discuss a Draft MSR & SOI Work Plan for Fiscal Years 2026-27 & 2027-28 and Consider Scheduling a Strategic Planning Workshop

RECOMMENDATION

It is recommended the Commission discuss the draft Municipal Service Review (MSR) and Sphere of Influence (SOI) Work Plan for Fiscal Years 2026-27 and 2027-28 (hereinafter referred to as the “Work Plan”), included as Attachment 1, and provide any direction to staff as desired for the further development of the Work Program prior to its adoption at a future meeting. It is also recommended the Commission provide direction to staff with respect to scheduling a strategic planning workshop and possibly soliciting an outside facilitator.

BACKGROUND AND SUMMARY

The Commission annually adopts a Work Plan to schedule and prepare its statutorily mandated studies such as MSRs and SOI updates. The Commission has broad discretion in how it chooses to conduct these studies so long as the mandatory factors for consideration are addressed. For example, the Commission may conduct an agency-specific MSR (e.g., [Napa County Resource Conservation District MSR](#)), a region-specific MSR (e.g., [South County Region MSR](#)), or a countywide service-specific MSR (e.g., [Napa Countywide Water and Wastewater MSR](#)). Special reports may also be conducted, such as governance studies for specific agencies (e.g., [Napa River Reclamation District No. 2109 Governance Study](#)) or reviews of other types of government agencies that typically fall outside of LAFCO’s purview (e.g., joint powers authorities).

In developing the Work Plan, staff considered the completion dates of previous studies for each local agency as well as priority levels for the next round of studies. In addition, the Work Plan is structured as a 2-year plan, which will better reflect the amount of time needed to strategically develop the Commission’s MSR & SOI schedules and complete each study. A 2-year plan also aligns with a stated interest amongst members of the Commission to pivot to 2-year budget cycles as well.

Beth Painter, Chair
Councilmember, City of Napa

Paul Dohring, Commissioner
Councilmember, City of St. Helena

David Oro, Alternate Commissioner
Councilmember, City of American Canyon

Belia Ramos, Vice Chair
County of Napa Supervisor, 5th District

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County of Napa Supervisor, 1st District

Jeffrey Crosswhite, Commissioner
Representative of the General Public

Eve Kahn, Alternate Commissioner
Representative of the General Public

Brendon Freeman
Executive Officer

The Work Plan includes MSRs and SOIs covering all out-of-date studies (i.e., more than five years since adoption of the previous study on a local agency). Staff recommends the Commission discuss the Work Plan and provide direction to staff for any desired changes prior to its adoption at a future meeting.

Staff recommends the Commission schedule a strategic planning workshop as soon as possible to consider statutory mandates, local policy matters, and options to complete the reports for MSRs and SOIs, as well as possible other topics of interest to members of the Commission. Strategic planning would help inform a final Work Plan for adoption at a future meeting. The Commission's most recent strategic planning workshop occurred in July 2023. If the Commission is agreeable, staff has identified the following alternatives:

- 1) Direct the Executive Officer (EO) to facilitate the strategic planning workshop
 - a) Schedule for immediately before or after the October 5, 2026 meeting
 - b) Schedule for a special meeting as desired
- 2) Direct the EO to seek an outside facilitator
 - a) If the cost is \$5,000 or less, the EO has authority under local policy to enter into the consultant contract without returning to the Commission
 - b) If the cost exceeds \$5,000, approval of a consultant contract at a future Commission meeting would be required prior to conducting the workshop

With all of this in mind, staff recommends the Commission provide direction to staff with respect to scheduling and possible facilitation services for a strategic planning workshop.

ATTACHMENT

- 1) Draft MSR & SOI Work Plan for Fiscal Years 2026-27 & 2027-28

Napa LAFCO MSR & SOI Work Plan for Fiscal Year 2026-27 & 2027-28			
	Study	Timeline	Comments
MSR STUDIES	Countywide Fire & EMS MSR (Consultant)	Continue from FY25-26 - Draft report TBD	Previous Countywide Fire MSR completed in 2006 by a consultant. Contracting with AP Triton to prepare the report. Status pending requested changes to data under review by consultant.
	City of St. Helena MSR (In-House)	Continue from FY25-26 - Draft report in August 2026	Previous MSR completed in 2008 by a consultant. Contracted with RSG to prepare a draft report. Project has since been brought entirely in-house.
	Cemetery Districts MSR: Monticello Public Cemetery District & Pope Valley Cemetery District (In-House)	NEW - Draft report in February 2027	Previous MSRs completed in 2016 in-house.
	Napa County Mosquito Abatement District MSR (In-House)	NEW - Draft report in April 2027	Previous MSR completed in 2017 in-house.
	County Service Areas No. 3 & No. 4 MSR (In-House)	NEW - Draft report in June 2027	Previous MSRs completed in 2017 & 2018: CSA3 MSR by a consultant as part of South County Region MSR; CSA4 MSR in-house.
	City of Napa MSR (Consultant)	NEW - Draft report in October 2027	Previous MSR completed in 2014 in-house as part of Central County Region MSR.
	City of Calistoga MSR (Consultant)	NEW - Draft report in December 2027	Previous MSR completed in 2016 by a consultant.
	Town of Yountville MSR (Consultant)	NEW - Draft report in February 2028	Previous MSR completed in 2017 by a consultant.
	City of American Canyon MSR (Consultant)	NEW - Draft report in April 2028	Previous MSR completed in 2018 by a consultant as part of South County Region MSR.
	Napa County Regional Park and Open Space District (In-House)	NEW - Draft report in June 2028	Previous MSR completed in 2019 in-house.
SOI STUDIES	City of St. Helena SOI (In-House)	NEW - Draft report in February 2027	Previous SOI update in 2008 by a consultant.
	Cemetery Districts SOIs: Monticello Public Cemetery District & Pope Valley Cemetery District (In-House)	NEW - Draft report in June 2027	Previous SOIs update in 2016 in-house.
	Napa County Mosquito Abatement District SOI (In-House)	NEW - Draft report in August 2027	Previous SOI update in 2017 in-house.
	County Service Areas No. 3 & No. 4 SOIs (In-House)	NEW - Draft report in October 2027	Previous SOI updates in 2017 & 2018: CSA3 by a consultant; CSA4 in-house.
	City of Napa SOI (In-House)	NEW - Draft report in February 2028	Previous SOI update in 2014 in-house.
	City of Calistoga SOI (In-House)	NEW - Draft report in April 2028	Previous SOI update in 2016 by a consultant.
	Town of Yountville MSR (In-House)	NEW - Draft report in June 2028	Previous SOI update in 2017 by a consultant.
	City of American Canyon MSR (In-House)	NEW - Draft report in August 2028	Previous SOI update in 2018 by a consultant.
	American Canyon Fire Protection District SOI (In-House)	NEW - Draft report in August 2028	Previous SOI update in 2018 by a consultant.
	Napa County Regional Park and Open Space District (In-House)	NEW - Draft report in October 2028	Previous SOI update in 2019 in-house.