



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

2016-2017 Work Plan

Introduction:

Local Agency Formation Commissions' (LAFCOs) operate under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2001 ("CKH") and are delegated broad regulatory and planning responsibilities by the Legislature to oversee the formation and subsequent development of local government agencies and their municipal service areas. Common regulatory functions include approving boundary change and outside service requests. Common planning functions include preparing studies to independently evaluate the availability, performance, and need for urban services and establishing spheres of influence – which are the Legislature's version of urban growth boundaries and gatekeepers to future boundary changes – for all cities and special districts. All regulatory and planning activities undertaken by LAFCOs may be conditioned and must be consistent with administrative policies and procedures.

Objective:

This document represents Marin LAFCO's ("Commission") formal 2016-2017 Work Plan. The Work Plan draws on the Commission's existing strategic plan and other germane activities identified by the Executive Officer and vetted with the Budget Committee in the course of developing an operating budget for the fiscal year. The Work Plan is divided into three distinct categories – administrative, planning, and regulatory – and serves as a management tool to allocate Commission resources in an accountable and transparent manner over the 12 month period. Further, while it is a stand-alone document, the Work Plan should be reviewed in relationship to the adopted operating budget given the planned goals and activities are facilitated and or limited accordingly.

Executive Summary:

The 2016-2017 Work Plan guides the Commission to focus considerable resources on administrative and planning activities. Notable administrative projects include completing a comprehensive policy update, establishing a stand-alone accounting system, and several outreach-oriented efforts highlighted by designing and launching a new website to improve content management. Notable planning activities include completing and/or initiating several scheduled municipal service reviews consistent with the Commission's adopted study schedule in and around the San Rafael, Ross Valley, and Novato regions as well as following up on tasks tied to the completed water study; the latter including pursuing a boundary clean up in West Marin for North Marin Water District.

Administrative Activities

ID	Type	Activity	Priority	Key Issues / Notes	Start	End
A-1	Rollover	Actively Participate in CALAFCO	High	Best Practices; Influence Legislation; JPA Bill	started	...
A-2	Rollover	Regularly Update Commission on Budget and Work Plan Activities	High	Keep Commissioners and Public Informed	started	...
A-3	Rollover	Targeted LAFCO 101 Presentations	High	Introductory Overview to Boards, Councils, Groups	started	...
A-4	Rollover	Complete Comprehensive Update of Policies and Procedures	High	Last Substantive Update in 2000; Personnel Policies	started	8/16
A-5	New	Evaluate Merits/Demerits of Pension Contract with CalPERS	High	Possible Cost-Savings Opportunity; Synch with OPEB	started	3/17
A-6	New	Transition Accounting to Internal Program (QuickBooks)	High	Response to County Change; Organization Capacity	started	12/16
A-7	New	Establish Protocols/Procedures for Own Banking/Payroll	High	Subset of A-8	7/16	12/16
A-8	New	RFP for Auditing Services/ Prepare 15-16 Audit	High	Last 3 Audits Done by Same CPA; Move to 2-Yr Audits?	7/16	3/17
A-9	New	RFP for New Website; Design and Launch	High	Existing Site on Joomla; Limits Content Management	8/16	4/17
A-10	New	Perform Outreach to Novato and Surrounding Special Districts	High	Anticipatory Discussions Before Scheduled MSR	8/16	12/16
A-11	New	Establish and Manage Student Internship	Moderate	Assist with Basic Data Collection / School Credit?	8/16	10/16
A-12	New	Review and Update Adopted Fee Schedule	Moderate	Cost-Recovery Check-In; Envisioned in Policy Update	8/16	12/16
A-13	New	Create Professional Marin LAFCO Brochure	Moderate	Footprinting; Compliments Outreach Efforts	9/16	1/17
A-14	New	Develop Outside Speaker List for 16-17 Meetings	Moderate	Outside Groups to Inform on Pertinent Topics	10/16	12/16
A-15	New	Review Meeting Place/Time Options	Moderate	Scale Meeting Space to Needs	10/16	12/16
A-16	New	Update Boundary Change Application; Establish OSA Application	Low	Existing Boundary Application Pre 2000; New Issues	12/16	3/17
A-17	New	Develop and Implement Social Media Program/Activities	Low	Expand Outreach to Capture Alternative Media Forums	1/17	4/17
A-18	Rollover	Prepare Bounded and Expanded Local Agency Directory	Low	Expand Usefulness for Agencies; Hand-Held Resource	1/17	4/17
A-19	Rollover	Development Management Plan for LAFCO Records	Low	Anticipatory Review Ahead of 17-18 Project	2/17	6/17

Planning Activities

ID	Type	Activity	Priority	Key Issues / Notes	Start	End
P-1	New	SB 239 Implementation / Local Policy Adoption	High	Legislative Direction; Outside Fire Service Contracts	started	12/16
P-2	Rollover	Continue to Implement AB 54; Mutual Water Companies	High	Follow Up to Water Study: Legislative Direction	started	12/16
P-3	Rollover	Prepare and Adopt Sphere Updates on NMWD and MMWD	High	Reconcile Spheres with Existing/Anticipated Services	started	12/16
P-4	Rollover	Complete Wastewater MSR on Las Gallinas/San Rafael/Ross Valley Area	High	Supply v. Demand; Alternative Governance Options	started	1/17
P-5	Rollover	Complete General MSR on San Rafael/Lucas Valley Region	High	Governance Issues in Islands and Lucas Valley	started	6/17
P-6	Rollover	Outreach/Survey Work for Country Club Island	High	Subset to P-3; Legislative Direction	10/16	4/17
P-7	New	Community Workshop in Lucas Valley on Governance/Boundary Issues	High	Subset to P-3; Staff Outreach to Communicate Key Issues	10/16	4/17
P-7	New	Prepare General MSR on Novato/North County Region	High	Relation to Novato UGB; Adjacent Special Districts	10/16	6/17
P-9	New	Prepare General MSR on Ross Valley	High	Functional and Political Consolidation Opportunities	12/16	8/17
P-10	New	Outreach/Facilitate NMWD Reorganization in West Marin	High	Subset of P-2; Marshall, Inverness, Etc.	12/16	5/17
P-11	Rollover	Implement SB 244; Local Definition of DUCs	Moderate	Scaling Legislative Intent to Marin County	12/16	6/17
P-12	Rollover	Revisit Reestablishing Special District Committee	Low	Conduit for Sharing Best Practices / Elections	12/16	4/17
P-13	Rollover	Participate in Local/Regional Climate Change Planning/Training	Low	Impute and Align LAFCO with Best Practices	12/16	6/17
P-14	Rollover	Establish Work Group to Streamline Responses to Failing Septics	Low	Shared Objectives/Procedures to Help Landowners	2/17	6/17
P-15	Rollover	Informational Report on Existing Shared Service Activities	Low	Follow Up on Earlier Grand Jury Report	2/17	6/17

Regulatory Activities

ID	Type	Activity	Priority	Key Issues	Start	End
R-1	Rollover	Change of Organization / Reorganization Proposals	High	Variable	ongoing	...
R-2	Rollover	Special District Service Power Activation / Divestiture	High	Variable	ongoing	...
R-3	Rollover	Outside Service Extension Requests	High	Variable	ongoing	...



MARIN LOCAL AGENCY FORMATION COMMISSION
Regional Service Planning / Subdivision of the State of California

2016-2017 / Final Operating Budget, As Proposed

Expense Ledger

Salary and Benefit Costs

Account Description

	FY2011-2012		FY2012-2013		FY2013-2014		FY2014-2015		FY2015-2016		FY2016-2017		
	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Actual	Estimate	Proposed Final	Difference	
												Dollar	Percent
5111000 Staff Salaries	171,137.00	168,786.42	173,497.00	171,131.29	173,497.00	154,422.02	189,883.89	179,671.82	254,687.85	242,928.72	281,111.02	26,423.17	10.4%
5130500 MCERA / Pension	35,887.00	41,684.35	22,000.00	49,573.06	49,901.00	42,231.41	51,792.54	45,257.81	67,990.20	60,220.30	63,852.41	(4,137.79)	-6.1%
5140125 County / Group Insurance	21,490.00	16,559.05	19,000.00	16,882.34	19,000.00	14,586.33	16,888.33	15,486.14	32,442.65	24,146.94	26,867.40	(5,575.25)	-17.2%
5140125 Medicare	2,567.00	2,488.68	2,567.00	2,523.25	2,567.00	2,177.84	2,518.41	2,703.51	3,692.97	3,486.47	4,020.10	327.13	8.9%
5140115 Workers Compensation	1,800.00	1,116.01	1,800.00	890.51	1,400.00	804.96	736.00	791.82	742.00	954.05	960.00	218.00	29.4%
5140145 Unemployment/Disability	868.00	868.00	868.00	868.00	868.00	1,302.00	868.00	1,214.66	868.00	3,806.24	6,290.40	5,422.40	624.7%
5130525 Retiree Medical (OPEB)					14,100.00	5,946.84	16,798.34	24,897.94	14,880.00	15,165.00	15,615.00	735.00	4.9%
	233,749.00	231,502.51	219,732.00	241,868.45	261,333.00	221,471.40	279,485.51	270,023.70	375,303.67	350,707.72	398,716.33	23,412.66	6.2%

Administrative Costs

Account Description

5210120 Professional Services	20,000.00	19,439.15	20,000.00	18,942.43	31,350.00	9,183.46	5,800.00	17,183.00	9,255.00	19,724.45	15,020.00	5,765.00	62.3%
5210131 Legal Services	5,000.00	18,054.60	15,000.00	9,254.82	5,000.00	1,323.04	14,196.23	2,477.21	10,075.00	9,066.77	10,578.75	503.75	5.0%
5210230 Accounting/Payroll	8,000.00	-	8,000.00	-	8,000.00	-	8,000.00	-	4,925.00	1,700.00	4,925.00	-	0.0%
5210230 Conferences	4,000.00	2,387.78	4,000.00	2,844.85	3,100.00	3,330.90	4,000.00	2,614.42	2,975.00	2,941.66	2,450.00	(525.00)	-17.6%
5211440 Mileage/Travel	2,000.00	1,302.27	1,500.00	876.38	1,500.00	2,873.03	3,000.00	3,522.55	3,037.00	3,643.29	4,117.50	1,080.50	35.6%
5211533 Commissioner Stipends	6,100.00	7,600.00	6,800.00	6,400.00	6,800.00	5,050.00	7,100.00	4,600.00	7,100.00	5,950.00	10,875.00	3,775.00	53.2%
	45,100.00	48,783.80	55,300.00	38,318.48	55,750.00	21,760.43	42,096.23	30,397.18	37,367.00	43,026.17	47,966.25	10,599.25	28.4%

Service and Supply Costs

Account Description

5211270 Office Lease/Rent	13,000.00	11,896.60	14,300.00	14,917.50	14,300.00	12,622.50	16,770.00	16,770.00	17,370.00	18,627.17	24,938.30	7,568.30	43.6%
5211330 Membership and Dues	3,100.00	3,258.15	13,200.00	13,183.00	13,300.00	13,775.00	13,340.00	13,896.00	14,092.00	14,167.00	14,368.68	276.68	2.0%
5210515 General Insurance	4,000.00	2,656.24	4,000.00	2,541.90	3,000.00	2,537.86	3,000.00	2,771.03	2,771.03	2,677.02	2,677.02	(94.01)	-3.4%
5210715 Communication Services	4,500.00	1,841.33	3,500.00	1,495.53	1,600.00	2,508.88	5,874.60	5,416.36	6,053.60	6,992.41	6,567.60	514.00	8.5%
5211516 Map Services	3,500.00	288.00	3,500.00	486.00	2,500.00	1,302.25	-	-	-	-	-	-	-
5220110 Office Supplies	2,000.00	1,864.69	2,000.00	1,415.88	2,000.00	5,267.76	2,000.00	5,831.11	2,399.96	19,519.36	2,590.00	190.04	7.9%
5210935 Equipment Purchase	2,000.00	1,007.60	5,000.00	1,481.32	6,000.00	721.35	6,000.00	8,671.54	2,907.16	3,864.07	5,137.16	2,230.00	76.7%
5211340 General Training	1,500.00	-	1,000.00	-	1,000.00	483.50	1,500.00	326.70	1,095.00	1,023.24	1,800.00	705.00	64.4%
5211520 Publications/Notices	1,000.00	1,729.97	1,500.00	866.02	1,600.00	692.26	2,000.00	1,121.28	2,095.00	4,976.04	5,000.00	2,905.00	138.7%
5210129 Graphic Design/Website	3,000.00	828.00	4,500.00	6,000.00	1,000.00	-	2,000.00	3,000.00	2,000.00	250.00	15,500.00	13,500.00	675.0%
5211215 Storage	800.00	659.39	800.00	248.30	650.00	517.03	800.00	314.64	800.00	400.94	400.94	(399.06)	-49.9%
	38,400.00	26,029.97	53,300.00	42,635.45	46,950.00	40,428.39	53,284.60	58,118.66	51,583.75	72,497.25	78,979.70	27,395.95	53.1%

Contingencies

Account Description

***** Operating Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
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EXPENSE TOTALS

	317,249.00	306,316.28	328,332.00	322,822.38	364,033.00	283,660.22	374,866.34	358,539.54	464,254.42	466,231.14	525,662.28	61,407.86	13.2%
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net difference over prior FY...

	(6,337.00)	11,083.00	35,701.00	10,833.34	89,388.08	61,407.86
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2016-2017 / Final Operating Budget, As Proposed

Revenue Ledger

		FY2011-2012		FY2012-2013		FY2013-2014		FY2014-2015		FY2015-2016		FY2016-2017			
		Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted	Estimate	Proposed Final		Difference	
														Dollar	Percent
Intergovernmental															
Account	Description														
4710510	Agency Contributions	271,589.00	271,589.00	298,748.00	298,748.00	339,033.00	339,033.00	348,366.36	348,367.13	387,528.42	387,529.42	469,162.28	81,633.86	21.1%	
	County of Marin	90,529.67	90,529.67	99,582.67	99,582.67	113,011.00	113,011.00	116,122.12	116,122.12	129,176.14	129,176.47	156,387.43	27,211.29	21.1%	
	Marin Cities	90,529.67	90,529.67	99,582.67	99,582.67	113,011.00	113,011.00	116,122.12	116,122.12	129,176.14	129,176.47	156,387.43	27,211.29	21.1%	
	Marin Special Districts	90,529.67	90,529.67	99,582.67	99,582.67	113,011.00	113,011.00	116,122.12	116,122.12	129,176.14	129,176.47	156,387.43	27,211.29	21.1%	
		271,589.00	271,589.00	298,748.00	298,748.00	339,033.00	339,033.00	348,366.36	348,367.13	387,528.42	387,529.42	469,162.28	81,633.86	21.1%	
Service Charges															
4640333	Application Fees	25,000.00	27,200.00	25,000.00	12,500.00	25,000.00	3,300.00	25,000.00	15,536.00	25,000.00	28,474.00	30,000.00	5,000.00	20.0%	
4710631	Miscellaneous	-	640.00	-	-	-	-	-	-	226.00	-	-	(226.00)	-100.0%	
		25,000.00	27,840.00	25,000.00	12,500.00	25,000.00	3,300.00	25,000.00	15,536.00	25,226.00	28,474.00	30,000.00	4,774.00	18.9%	
Investments															
70130	Interest	-	-	-	-	-	-	1,500.00	700.00	1,500.00	500.00	1,500.00	-	-	
		-	-	-	-	-	-	1,500.00	700.00	1,500.00	500.00	1,500.00	-	-	
REVENUE TOTALS		296,589.00	299,429.00	323,748.00	311,248.00	364,033.00	342,333.00	374,866.36	364,603.13	414,254.42	416,503.42	500,662.28	86,407.86	20.9%	
OPERATING DIFFERENCE		(20,660.00)	(6,887.28)	(4,584.00)	(11,574.38)	-	58,672.78	-	6,063.59	(50,000.00)	(49,727.72)	(25,000.00)			

UNRESTRICTED FUND BALANCE (LESS GASB 68)

As of June 30th	FY2011-2012	FY2012-2013	FY2013-2014	FY2014-2015	FY2015-2016	FY2016-2017
	217,513.66	210,626.38	199,052.00	196,618.00	146,890.28	121,890.28
<i>20% of Operating Expenses...</i>	63,449.80	65,666.40	72,806.60	74,973.27	92,850.88	105,132.46

Abbreviated Notes:

- Proposed increase in **salaries** accommodates two substantive changes:
 - Reflects approved/anticipated merit increases for Executive Officer and Administrative Analyst. (Commission Clerk at top step.)
 - Anticipates a 3.0 % cost-of-living adjustment for all employees consistent with contract agreements established last year by the County of Marin; discretionary on the part of the Commission to match.
- Proposed increase in **professional services** accommodates new placeholder for general consulting .
- Proposed increase in per diems accommodates three substantive funding changes:
 - Makes per diem payments uniform between regular and alternate members
 - Incorporates Policy Committee recommendation to make per diems available for Committee meetings
 - Raises per diem payment from \$100 (regular) and \$50 (alternate) to \$125 for both categories; represents first increase since 2000
- Proposed increase in **office rent** accommodates new lease at 1401 Los Gamos beginning August 2016.
- Proposed increase in **equipment purchases** accommodates three electronic tablets; part of Commission's gradual move towards "paperless" agenda packets.
- Proposed increase in **publications/notices** accommodates a new placeholder for outside printing costs tied to producing Commission studies.
- Proposed increase in **graphic design** accommodates \$15k funding for an outside consultant to design, develop, and launch new agency website; current site run on Joomla software and limits content management
- Purposeful operating deficit of (\$25,000) budgeted to offset cost-increase to funding agencies; makes available equal amount of offsetting funds in 2017-18 without exceeding desired fund balance threshold of 20% of operating expenses