

# Key Outcomes

Marin LAFCO Strategic Planning Retreat  
February 2, 2004

## INTRODUCTION AND PURPOSE

On January 29, 2003, the Marin Local Agency Formation Commission (LAFCO) convened a strategic planning retreat. The purpose of the retreat was to confirm and, where appropriate, revise Marin LAFCO's goals for 2004 and to attach specific objectives and actions to these goals.

This Key Outcomes document describes the strategic planning goals and objectives for 2004 as articulated by LAFCO members. It also captures the key themes that emerged during a brainstorming discussion focused on how to improve the effectiveness of Marin LAFCO work. Finally, this document lists new committee membership for 2004.

## PARTICIPATION

LAFCO Commissioners in attendance included: Jeff Blanchfield, Annette Rose, Chris Burdick, Susan Adams, Jeff Slavitz, and Dennis Rodoni.

Commissioners not in attendance included Pat Eklund, Barbara Heller, George Quesada, and Cynthia Murray.

Marin LAFCO staff in attendance were Peter Banning, Dory Adams Miller and Candice Bozzard.

Attending members of the public included: Stan Bransgrove, Ed Sotelo, Alice Fredericks, Ron Theisen, Michael McCarthy, Fred Hannahs, Ray Gergus, William Berkman, and Steve Thompson.

The retreat was facilitated by Scott McCreary and Eric Poncelet of CONCUR, Inc.

## PUBLIC COMMENT

No public comments were offered.

## PROGRESS REPORT

Marin LAFCO Executive Officer Peter Banning presented a progress report that detailed the accomplishments of 2003, reviewed key areas of unfinished business, and

laid out a potential work plan for 2004. See copy of report attached. Peter called out substantial progress in several areas and offered the observation that relative to its counterparts throughout California, Marin LAFCO is in very good shape. He also noted that there were a few areas where progress had fallen short – notably in completion of the brochure and the Southern Marin Sphere of Influence study.

## **GOALS AND OBJECTIVES FOR 2004**

### **Goal #1: [Proposed Revised Goal] Carry Out AB 2838 Mandates and Bring Marin LAFCO into Compliance with all other Applicable Laws and Regulations**

#### **Strategic Objectives:**

1. By xx date, the Executive Officer will complete the southern Marin Sphere of Influence and Service Review staff report and recommendations for consideration by the Commission.
2. By xx date, the Executive Officer will initiate a multi-year San Rafael Sphere of Influence and Service Review. Strategic planning for this initiative will occur at the SoI and Budget Committee meetings to occur on xx dates. Interim findings and results will be reported by xx date.
3. By xx date, the Executive Officer will prepare a draft multi-year program and work plan to meet the December 31, 2005 deadline for AB 2838 mandates and present this for review and discussion at the xx date Budget meeting and xx date Commissioners meeting.
4. By xx date, the Executive Officer will conduct a review of the revenue and tax code.
5. By xx date, staff and Commissioners will conduct a review of current California laws and regulations to identify all statutory and legal requirements to be met (e.g., FPPC, CEQA). This will include consultations with other LAFCOs.
6. By xx date, staff will review the draft EIR on the Countywide Plan and report to LAFCO Commissioners on how these compare with LAFCO mandates.
7. By xx date, staff will assess the protection of agricultural land as provided for under current County and City general plans.
8. On an ongoing basis as potentially complex or contentious service reviews or studies arise, the Executive Officer and Commissioners will conduct strategic

planning to determine the optimal way for LAFCO to engage in public processes.

**Goal #2: Align The Work Plan And Budget Process With The Strategic Plan**

**Strategic Objectives:**

1. By xx date, the Policy Committee will meet with staff to consider multi-year budgets.
2. By xx date, the Policy Committee will meet with staff to consider financial implications of public outreach activities.
3. By xx date, the Policy Committee will meet with staff to assess how to address special studies.
4. By xx date, the Policy Committee will meet with staff to establish assumptions for cost sharing for special studies. Key choices include budgeting more money, postponing projects, reducing scope, and prioritizing.
5. By xx date, the Budget Committee will meet with staff to strategize how to respond to possible state-level budget constraints.

**Goal #3: [Proposed revised goal] Increase Public and Agency Access to and Understandings of LAFCO Information and Services**

**Strategic Objectives:**

1. By xx date, the Executive Officer will complete production of and distribute the brochure.
2. On an ongoing basis, the Executive Officer and Commissioners will conduct outreach through the press, including preparing Op Ed articles for publication in local newspapers (IJ, Pacific Sun, Chronicle Marin edition, others).
3. On an ongoing basis, the Executive Officer and Commissioners to attend public scoping meetings (e.g., for countywide plan) for the purpose of conducting LAFCO outreach (e.g., make comments, hand out brochures).
4. On an ongoing basis, and as appropriate, the Executive Officer and Commissioners will conduct informational workshops [Peter, please add

detail that describes the intended audiences] on some or all of the following topics:

- Use of website/GIS (training)
- Objectives of Southern Marin special districts community
- Update of LAFCO efforts:

Key opportunities for briefings include: Marin Council of Mayor events, monthly Special Districts Association events.

5. On an ongoing basis, LAFCO staff will maintain, update, and improve the Marin LAFCO website (including GIS).
6. On a regular basis during the review process, the Executive Officer will provide opportunities for special districts to check in on the status of the boundary change proposals and service reviews.

**Goal #4: [Proposed Revised Goal] Increase the Commission's Understanding of LAFCO Mandates and Functions**

**Strategic Objectives:**

1. On an ongoing basis, the Executive Officer will conduct informational briefings for new Commissioners.
2. By xx dates, staff (with the possible assistance of outside experts) will present informational briefings on particular topics of interest, including:
  - Revenue and taxation (invite auditors, assessors, and city managers from within Marin County as well)
  - Scope of proposal review process
  - Alternative models to fund and deliver public services
3. On an ongoing basis, the Executive Officer will prepare staff reports analyzing boundary change proposals and other policy issues. These staff reports will also present multiple options for action and contain findings of consistency.
4. On an approximately six month basis, the Executive Officer will provide interim status reports for ongoing special studies.
5. By xx date, the Executive Officer will provide scripted presentations (in the form of talking points) for Commissioners on topics including the following:

- Key purposes of LAFCO
  - The LAFCO website
  - The Cortese-Knox-Hertzberg Act
  - LAFCO roles in key processes (e.g., boundary change proposal review, SOI reviews, special studies)
6. On an ongoing basis, the staff will e-mail meeting materials to affected Commissioners several days in advance of monthly or committee meetings. These documents will be provided with a header stating “For Committee Use Only.”

**Goal #5: [Proposed Revised Goal] Exchange Information and Partner with other LAFCOs and other Peer Organizations to Improve Efficiency in LAFCO’s Work**

**Strategic Objectives:**

1. By xx date, the Executive Officer will take steps to exchange information and explore partnerships on pertinent topics with the following organizations:
  - Other LAFCO organizations – including coordination with Sonoma LAFCO (Mosquito), CALAFCO, Bay Area LAFCOS.
  - Local governmental agencies in Marin County – including county and city elected officials; county and city planners, managers, and engineers; and special districts.
  - Other organizations – including ABAG (Regional Planning Committee), Bay Area Planning Directors.
2. By xx date, the Executive Officer will initiate at a CALAFCO staff conference a strategic planning discussion on the benefits of pooling information within CALAFCO to optimize the exchange of lessons learned.
3. By xx date, the Executive Officer will put into place a “customer service” evaluation system that solicits feedback on specific projects. This will supplement the existing web-based feedback solicitation system. Staff to request participant e-mail addresses on meeting sign-in sheets.
4. By xx date, the Executive Officer will explore the value of a qualitative system for measuring progress and achievement in work projects and present a proposal to the Commissioners. The quantitative system could include such metrics as: projects completed on schedule, positive/negative comments received.

## **BRAINSTORMING – IMPROVING THE EFFECTIVENESS OF MARIN LAFCO’S WORK**

LAFCO members brainstormed on how to improve the effectiveness of Marin LAFCO work. Key cross-cutting recommendations included the following:

- Continue to build upon existing effective LAFCO work processes, such as conducting pre-meeting work sessions.
- Take a proactive approach to public and agency outreach when possible. Utilize opportunities presented by ongoing county/city/special district planning processes.
- Pay additional attention to process design issues in complex or contentious projects.
- Bring in third party neutral assistance where appropriate.
- Provide multiple opportunities and adequate time to educate Commissioners.
- Provide multiple opportunities for feedback from “customers”.
- Empower Commissioners so that they can assist the staff to forward LAFCO work.
- Leverage expertise of other LAFCOs and CALAFCO.
- Take a longer (i.e., multi-year) view toward LAFCO projects where appropriate.
- Focus efforts on the core LAFCO mandates.

### **PROPOSED COMMITTEE ASSIGNMENTS (2004)**

*(Note: Jeff Slavitz, Pat Eklund, George Quesada, Barbara Heller, and Cynthia Murray were not present when these assignments were made.)*

**Budget:** Annette Rose, Jeff Slavitz, Dennis Rodoni

**Policy:** Susan Adams, Jeff Blanchfield, Chris Burdick

**Legislative:** Susan Adams, Dennis Rodoni, Barbara Heller

**Sphere of Influence:** Annette Rose, Barbara Heller, Jeff Slavitz, Susan Adams, Alternate (Susan to assume the place of Annette Rose upon completion of the Southern Marin SOI)

**Public Information:** Pat Eklund, George Quesada, Commissioner to be named

**Administration:** Barbara Heller, Chris Burdick, Annette Rose