

8b | Commission
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Special District Member**VICE CHAIR**
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Derek J. McGregor
Public Member**Lisa Bartlett**
County Member**Wendy Bucknum**
City Member**James Fisler**
Special District Member**Mike Posey**
City Member**ALTERNATES****Katrina Foley**
County Member**Kathryn Freshley**
Special District Member**Peggy Huang**
City Member**Lou Penrose**
Public Member**STAFF****Carolyn Emery**
Executive Officer**Scott Smith**
General Counsel

October 13, 2021

TO: Local Agency Formation Commission
of Orange County

FROM: Executive Officer

SUBJECT: 2021 Orange County LAFCO Strategic Plan

BACKGROUND

On September 8, the Commission held its 24th Strategic Planning Workshop. Facilitated by Marilyn Snider of Snider and Associates, the workshop provided an opportunity for Commissioners and staff to refresh the LAFCO mission statement, reflect on the accomplishments and challenges of the past year, and identify six-month strategic goals and objectives. A key outcome of the workshop was the development of the agency's strategic plan.

The proposed 2021 Orange County LAFCO Strategic Plan was made available to the public through the agency website on September 10 and includes the following elements:


- ❖ LAFCO Mission Statement
- ❖ 2021-2024 Agency Goals
- ❖ Six-Month Strategic Objectives (9/08/2021 – 3/08/2022)
- ❖ Next Steps/Follow-Up Process

At the October 13 Regular Meeting, the Commission will receive public input and consider approval of the Strategic Plan.

RECOMMENDED ACTION

1. Approve the 2021 Orange County LAFCO Strategic Plan.

Respectfully submitted,



CAROLYN EMERY

Attachment 1: 2021 Orange County LAFCO Strategic Plan



“PROPOSED” STRATEGIC PLAN

September 8, 2021

MISSION STATEMENT

LAFCO serves Orange County cities, special districts, and the county to ensure effective and efficient delivery of municipal services.

THREE-YEAR GOALS

2021-2024 * not in priority order

- ▶ **Optimize external communication**
- ▶ **Facilitate a continuing dialogue of South County governance options**
- ▶ **Refine and enhance the MSR process**

O R A N G E C O U N T Y L A F C O
SIX-MONTH STRATEGIC OBJECTIVES
 September 8, 2021 through March 8, 2022

THREE-YEAR GOAL: OPTIMIZE EXTERNAL COMMUNICATION						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Oct. 15, 2021	Ray Barragan – lead, working with Carolyn Emery and Gavin Centeno	Make the updated website available to the public				
2. At the Feb. 9, 2022 Commission meeting	Ray Barragan and Gavin Centeno	Report to Commissioners on increased public engagement from stakeholders (public comments, attendance at public meetings, and sign-ups for bi- annual news).				

THREE-YEAR GOAL: FACILITATE A CONTINUING DIALOGUE OF SOUTH COUNTY GOVERNANCE OPTIONS						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Nov. 1, 2021	Lisa Bartlett	Present to the OCLAFCO Commissioners an update on the establishment of the South Orange County Connected Communities (SOCCC).				
2. By Jan. 1, 2022	Carolyn Emery and Ray Barragan	Prepare a document that outlines the processes for potential governance options for SOCCC.				
3. March 1, 2022	Carolyn Emery and Lisa Bartlett	Present the governance options document to the SOCCC.				

THREE-YEAR GOAL: REFINE AND ENHANCE THE MSR PROCESS*						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Feb. 1, 2022	Luis Tapia and Gavin Centeno, co-leads, with input from Carolyn Emery, Cheryl Carter-Benjamin and Ray Barragan	Survey other LAFCOs to examine the types of MSRs they use and report results to the Commission.				
2. FUTURE OBJECTIVE By June 2022	Carolyn Emery, working with the Staff (Luis Tapia, Gavin Centeno, Cheryl Carter-Benjamin, Ray Barragan)	Develop and present to the Commission a template that describes each type of MSR and identifies what would be required under each type.				
3. FUTURE OBJECTIVE By Dec. 2022	Carolyn Emery, working with the Staff (Luis Tapia, Gavin Centeno, Cheryl Carter-Benjamin, Ray Barragan)	Develop a matrix using the above template to assign each agency to a particular type of MSR that could range from a simple reaffirmation of the prior MSR to a more comprehensive review.				

* Excludes Application-Based/Focused MSRs

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
By Sept. 9, 2021	Carolyn Emery	Distribute the retreat record to all invitees
Within 48 hours of receipt	All recipients	Read the retreat record.
By Sept. 14, 2021	Cheryl Carter-Benjamin	Post the proposed Strategic Plan on the OCLAFCO website.
By Sept. 22, 2021	LAFCO Team Carolyn Emery - lead	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the Oct. 13, 2021 Commission meeting	Carolyn Emery	Present the proposed Strategic Plan to the Board of Commissioners for action and for public input.
Monthly By the 22 nd of the month	Ray Barragan and Gavin Centeno Objective "Leads"	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed. Report directly to Cheryl the status of the Objective.
Monthly	Cheryl Carter-Benjamin	Prepare and distribute the updated Strategic Plan Monitoring Matrix to OCLAFCO Commissioners
March 9, 2022 (Wednesday) 8:00 am – 2:30 pm	OC LAFCO Commissioners OC LAFCO Staff	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - identify Core Values for OC LAFCO - develop Objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF ORANGE COUNTY LAFCO

Brainstormed List of Perceptions from all Participants:

- Santa Margarita Water District annexation
- Fully staffed- assistant executive officer
- Legislative reports
- Updates to Commission
- Municipal service reviews
- Actions in accordance with the CKH Act
- Commission deliberation
- Diligent and professional staff
- Leadership by EO
- Development of staff
- Improved outreach to stakeholders
- Proactive on County/City/District Issues
- Surviving COVID – business continuity
- Processing and completing applications without undue delays (notably San Juan)
- Increasing community presence/outreach
- Completed MSRs scheduled for the year
- Completed MSR for San Juan Capistrano for the divestiture of their water and wastewater utility
- Completed the review and consultation with SJC and Santa Margarita Water District for annexation of SJC's water and wastewater utility
- Consulting with south county un-incorporated communities about future governance options
- Significant projects of work plan completed.
- Improved agency branding and communications tools.
- Enhanced communications with commissioners
- Filled staff vacancy and maintained morale in pandemic environment.
- Strengthened collaboration with southern region EOs, staff, and commissioners.
- San Juan water/wastewater utilities annexation.
- Efficient operations despite challenges with the pandemic
- Fiscally sound agency
- We continued to do business during Covid
- We continued outreach in south county
- We instituted a nice newsletter (lafco update)
- We stuck to business. No mission creep (remember homeless was almost put into our strategic plan a couple years ago?)

CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions from all Participants:

- Presentations of the resources LAFCO can provide all agencies and public.
- Backup leadership is in training
- Dealing with diverse commissioners
- Controlling outside Influences
- Operational and communication challenges due to virtual/non-live interactions
- Limitations of COVID (ongoing)

- Delays in MSR, other work plan items
- Use/function of technology for meetings
- Website still needs updating
- None that I observed
- Ability to keep up with technology with limited resources/no full-time IT staff
- Informing agencies and public about LAFCO resources
- Limited staff
- Limited budget
- Our Zoom meetings don't seem as smooth as others I participate in. We seem to have issues a lot of times.
- We don't seem to be rotating executive committee much in the last few years; one person has been on it for a very long time

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON ORANGE COUNTY LAFCO IN THE NEXT THREE YEARS

Brainstormed List of Perceptions from all Participants:

- South County communities exploring Incorporation
- Political
- Legislation
- Technological
- Quick virtual meeting opportunities on isolated issues
- Need for shared services between agencies
- Improved fiscal responsibilities
- Strong economy
- Increasing developer interest
- Changing demographics
- Learning to adapt to Covid 19 which may be with us for many years
- Fiscal impacts on agencies may require LAFCO as a resource/facilitator.
- Desire for agencies to obtain more local control may require LAFCO as a facilitator/resource.
- Use of technology to reduce expenditures (telework, virtual meetings)
- Member agencies may look for more efficient ways to provide service due to financial challenges from pandemic therefore increasing project applications
- I hope Covid gets under control and we will be able to meet in person. Better dialogue in person. Better energy.
- Political extremism will not be looked on favorably. More business will get done and OCLAFCO may see a lot of agenda items concerning islands, annexations, etc.

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON ORANGE COUNTY LAFCO IN THE NEXT THREE YEARS

Brainstormed List of Perceptions from all Participants:

- Funding agencies with budget constraints
- Legislation
- Environmental
- Economic
- More personal agendas
- A general trend in the inability to compromise
- Changing political perspectives/personalities
- Lack of forthright leaders
- COVID
- Changing demographics

- State mandates
- High inflation and housing issues weakening OC economically
- Possible collapse of housing and commercial property values lowering tax revenues for the cities and county, forcing financial stress for the agencies
- The loss of reliable electric power
- Legislation to increase transparency with current resources/IT staff
- Climate change and drought and effects on member agencies
- Economic and health impacts from pandemic and effect on member agencies and agency budget
- Legislation circumventing the LAFCO process
- If Covid hangs around the economy will sink. So will quality of life. Scarcity of supplies. It all adds up to end of business as we have known it. There could be challenges here.
- State mandates, Cal LAFCO agenda



ORANGE COUNTY LAFCO STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

NEXT STEPS/FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

“SWOT” ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

From: [Carolyn Emery](#)
To: [Cheryl Carter-Benjamin](#)
Subject: RE: Strategic Plan - Comments from Mesa
Date: Tuesday, October 5, 2021 4:19:27 PM

-----Original Message-----

From: Stacy Lynne Taylor <stacyt@mesawater.org>
Sent: Tuesday, October 5, 2021 1:44 PM
To: Carolyn Emery <cemery@oclafco.org>
Cc: Cheryl Carter-Benjamin <ccarter-benjamin@oclafco.org>; Paul E. Shoenberger, PE <pauls@mesawater.org>; James Fisler <jim@jimfisler.com>
Subject: RE: Strategic Plan - Comments from Mesa
Importance: High

Greetings OC LAFCO Commissioners and staff, on behalf of Mesa Water District (Mesa Water®), attached please find our feedback as redlined edits (see pages 1, 6 and 8 of the PDF) to the document that resulted from OC LAFCO's Strategic Planning Workshop last month. We appreciate the opportunity to provide this input, thank you,

Stacy Lynne Taylor
Water Policy Manager
Mesa Water District
1965 Placentia Ave • Costa Mesa, CA 92627 tel 714.791.0848 • dept 949.631.1201 StacyT@MesaWater.org • MesaWater.org

ORANGECOUNTYLAFCO

STRATEGIC PLANNING WORKSHOP

8 September 2021 • via Zoom

Marilyn Snider, Facilitator – Snider and Associates (510) 459-5540 Gail
Tsuboi, Graphic Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

OC LAFCO collaboratively serves Orange County cities, special districts, and the county

to ~~ensure~~ facilitate the effective and efficient delivery of ~~municipal~~ local governmnet services benefitting Orange County's public.

THREE-YEAR GOALS

2021-2024 * not in priority order

- ▶ Optimize external communication
- ▶ Facilitate a continuing dialogue of South County governance options
- ▶ Refine and enhance the MSR process

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IDENTIFY THREE-YEAR GOALS

Brainstormed list of possible goals from which the Three-Year Goals were developed

- Provide outstanding customer service.
- Focus (continue to focus) on external communications and engage the public
- Increase Public Awareness
- Fulfill state mandates.
- Participate in legislative committees.
- Update/adjust the work plan in light of COVID-19 and other external forces
- EO/AEO continue outreach and communication plan to stakeholders
- Streamline future MSR process for reconfirmation.
- Develop a program to educate local leaders on governance issues
- Improve legislative advocacy/platform.
- Shared services opportunities-potentially public safety as an area of importance
- Continue to develop staff in all levels
- Continue with the process of South County Governance by informing and facilitating decisions relating to organizational alternatives and timing, including review of existing community interrelationships and SOCCC.
- Accelerate and expand MSR process to look at (a) remaining unincorporated islands and (b) redundancies/inefficiencies and economies of scale in service delivery.
- Process county islands and other applications
- Balance commission structure

ORANGECOUNTYLAFCO
SIX-MONTH STRATEGIC OBJECTIVES

September 8, 2021 through March 8, 2022

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3. FUTURE OBJECTIVE By Dec. 2022	Carolyn Emery, working with the Staff (Luis Tapia, Gavin Centeno, Chery CarterBenjamin, Ray Barragan)	Develop a template, using the above <u>template, using the above template</u> to assign each agency-OC LAFCO <u>customer agency</u> to a particular type of MSR that could <u>rangeranging</u> from a simple reaffirmation of the prior MSR to a more comprehensive review <u>MSR</u> .				

* Excludes Application-Based/Focused MSRs

NEXT STEPS/FOLLOW-UP PROCESS

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STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

“SWOT” ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses -
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months