

REGULAR MEMBERS

CHAIR
Donald P. Wagner
County Member

VICE CHAIR
Wendy Bucknum
City Member

IMMEDIATE PAST CHAIR
Douglass Davert
Special District Member

James Fisler
Special District Member

Peggy Huang
City Member

Derek J. McGregor
Public Member

VACANT
County Member

ALTERNATES

Kathryn Freshley
Special District Member

Carol Moore
City Member

Lou Penrose
Public Member

VACANT
County Member

STAFF

Luis Tapia
Interim Executive Officer

Scott Smith
General Counsel

MEETING DATE: May 14, 2025

6d | **Consent**
Calendar

TO: Local Agency Formation Commission
of Orange County

FROM: Interim Executive Officer

SUBJECT: Three-Year Strategic Plan (2025–2028)

STRATEGIC PLANNING WORKSHOP

During the April 4 Special Meeting, the Commission held its 26th Strategic Planning Workshop to discuss the accomplishments of the current three-year Work Plan 2022-2025 and identify new goals and objectives for the next three fiscal years. At the conclusion of the workshop, the Commission approved its new three-year Work Plan 2025-2028. The Commission identified the following Goals as part of the Work Plan:

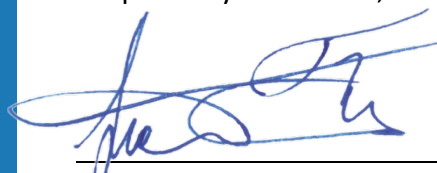
1. Staff Development, Retention and Recruitment
2. Improve Municipal Service Review (MSR) Process for Future MSRs
3. Optimize Communication
4. Southern Region LAFCOs Educational and Legislative Partnership

The Work Plan 2025-2028 will commence on July 1, 2025.

RECOMMENDED ACTION

This is a receive and file report and requires no action by the Commission.

Respectfully Submitted,



LUIS TAPIA

Attachment:

- A. Three-Year Strategic Plan (2025–2028)



2025 - 2028

STRATEGIC PLAN

April 4, 2025



IN CONSULTATION WITH
KELLY ASSOCIATES MANAGEMENT GROUP LLC



April 4, 2025

The Commission

Donald P. Wagner, Chair

Wendy Bucknum, Vice Chair

Douglass Davert, Immediate Past Chair

James Fisler, Special District Member

Peggy Huang, City Member

Derek J. McGregor, Public Member

Kathryn Freshley, Alternate Special District Member

Carol Moore, Alternate City Member

Lou Penrose, Alternate Public Member

Commission Staff

Luis Tapia, Interim Executive Officer

Aimee Diaz, Policy Analyst

Cheryl Carter-Benjamin, Commission Clerk

General Counsel

Scott Smith

Consulting Staff

Kelly Associates Management Group LLC

William R. Kelly, President/CEO

Introduction

On April 4, 2025, the Orange County Local Agency Formation Commission (OC LAFCO) held its 26th Strategic Planning Workshop. The Commission retained William (Bill) Kelly, President and CEO of Kelly Associates Management Group LLC (KAMG), to facilitate the process of developing a new three-year plan.

Strategic Planning Workshop

During the workshop, Commissioners reviewed and discussed the 2022 – 2025 Work Plan and identified the agency's new goals and objectives for the 2025 – 2028 Work Plan. Based on the feedback from Commissioners and staff, the following four goals were identified:

- 1: Staff Development, Retention and Recruitment
- 2: Improve Municipal Service Review (MSR) Process for Future MSRs
- 3: Optimize Communication
- 4: Southern Region LAFCOs Educational and Legislative Partnership

2025-2028 Work Plan

The 2025 – 2028 Work Plan on the following pages depicts the agency's goals, objectives and schedules over the next three fiscal years. As a note, the Commission may amend the multi-year plan if warranted.

GOAL 1:

Staff Development, Retention and Recruitment

Obj. No.	Staff Assigned	Objective Description	Resources	Schedule	Status
1.1	EO/Consultant	Conduct Classification, Compensation and Benefits Assessment.	Consultant	2024-2025	Underway To be considered by the Commission on June 11, 2025.
1.2	EO/AEO/CC	Complete staff assessment and conduct recruitment for vacancy(ies).	Consultant	2025-2026	Ongoing
1.3	EO/Consultant	Prepare a Succession Plan by identifying and developing a strategic process for successors for key positions at OC LAFCO.	Staff/ Consultant	2025-2026	Underway To be considered by the Commission on June 11, 2025

GOAL 2:

Improve Municipal Service Review (MSR) Process For Future MSRs

Obj. No.	Staff Assigned	Objective Description	Resources	Schedule	Status
2.1	EO/AEO/ Analyst	Develop criteria for conducting the following MSR and SOI review processes for future reviews: <ol style="list-style-type: none"> 1. Comprehensive 2. Reconfirm 3. Update 	Consultant	2026-2028	Development of criteria will occur upon completion of fourth cycle MSRs. Estimated time of completion of all MSRs is FY 26-27.
2.2	AEO/Analyst	Develop and distribute the following MSR questionnaires: <ol style="list-style-type: none"> 1. Pre-MSR/SOI – to assess which process will be conducted. 	Staff	2026-2028	Development of pre-MSR questionnaire will occur upon completion of fourth cycle MSRs. Estimated time of completion of all MSRs is FY 26-27.
2.3	AEO/Analyst	Continued use of web-based programs (fiscal indicators, shared services, and MS dashboard) to maintain agency data for MSR determinations.	Staff	2025-2028	Ongoing
2.4	AEO/Analyst/CC	Present year-end report to the Commission that provides analytics on MSR agency feedback and the use of the agency's web-based programs.	Staff	2025-2028	As needed and/or biannually

GOAL 3:

Optimize Communication

Obj. No.	Staff Assigned	Objective Description	Resources	Schedule	Status
3.1	All	Use agency communications tools (bi-annual news, website, video FAQs, fiscal indicators and shared services programs) to engage agencies and public to inform of OC LAFCO activities.	Staff	2025-2028	Ongoing
3.2	Analyst/CC	Conduct visits and disseminate media kits to OC legislators and stakeholders.	Staff	2025-2028	Ongoing
3.3	EO/Analyst	Distribute bi-annual news to inform of OC LAFCO activities.	Staff	2025-2028	Ongoing

GOAL 4:

Southern Region LAFCOs Educational and Legislative Partnership

Obj. No.	Staff Assigned	Objective Description	Resources	Schedule	Status
4.1	EO	Establish a memorandum of understanding with southern region LAFCOs to develop a collaborative structure on issues that all/each LAFCO(s) encounter.	Staff	2025	Underway To be considered by the Commission on May 14, 2025.
4.2	All	Target areas of collaboration with legislative, educational, and professional associations and groups.	To be determined	To be determined	To be determined
4.3	Analyst	Develop mechanisms to monitor key legislation of LAFCO interest through the partnership with the southern region LAFCOS.	To be determined	To be determined	To be determined
4.4	EO/Analyst	Conduct visits and disseminate information to OC legislators and stakeholders (CSDA, CSAC, League of CA Cities, OC League of CA Cities) to establish legislative partnerships.	Staff	2025-2028	Ongoing
4.5	Analyst/CC	Distribute bi-annual news to agencies and stakeholders to inform them of OC LAFCO activities and efforts by the southern region LAFCOs.	Staff	2025-2028	Ongoing