

EXHIBIT A

LAFCO of Monterey County

LOCAL AGENCY FORMATION COMMISSION OF MONTEREY COUNTY

FINAL WORK PROGRAM

FISCAL YEAR 2016-2017

Adopted March 28, 2016

1. APPLICATION PROCESSING FUNCTIONS		
TASK	STATUS	COMMENTS
<p>Process local and regional agency applications for boundary changes, formations, reorganizations, consolidations and dissolutions in a responsive, professional and efficient manner.</p> <p>(A partial list of items under study or preparation is attached to this Work Program. See Table 1.)</p>	ONGOING	Priority fast-tracking is given to applications for economic development, public health and safety, or other urgent needs.
<p>Provide Commission with legally defensible recommendations and alternatives, and alert to litigation risks, liabilities and alternatives associated with potential actions.</p>	ONGOING	No active or anticipated litigation.

2. SPECIAL STUDIES		
TASK	STATUS	COMMENTS
<p>Prepare Municipal Service Reviews and Sphere of Influence Studies for the following agencies (See Table 1 for more detail):</p> <p><u>Carry Over as Continued Items from FY 2015-2016 Work Program</u></p> <ul style="list-style-type: none"> • Marina Coast Water District • Seaside County Sanitation District • City of Soledad • City of Seaside • Salinas Valley Memorial Healthcare System • Carmel Area Wastewater District • Recreation Districts – Carmel Valley, North County, Monterey Peninsula <p><u>Potential New MSR/Sphere Studies to be Initiated in FY 2016-2017</u></p> <ul style="list-style-type: none"> • Wastewater service districts: Boronda, Pajaro, and Monterey Regional County Sanitation Districts • Community services districts: Pebble Beach, Santa Lucia • Other government services: Monterey Peninsula Airport District, Moss Landing Harbor District, North Salinas Valley Mosquito Abatement District, Resource Conservation District of Monterey County 	<p>Current status varies by agency; see Table 1 for more detail.</p>	<p>All studies will include administrative and public hearing drafts.</p> <p>Priorities and schedule are flexible to accommodate unanticipated needs and other work program tasks, including the priority processing of applications.</p>
<p>As needed, develop and update local policies, procedures, application forms and flowcharts for Spheres of Influence, annexations, reorganizations, and other boundary changes or formations.</p>	ONGOING	

3. GOVERNMENT AND COMMUNITY RELATIONS		
TASK	STATUS	COMMENTS
Organize a Greenfield-area workshop with City and special districts to discuss potential opportunities for greater efficiencies and effectiveness in the delivery of municipal services.	Complete by December 2016	Initiated by LAFCO as a follow-up action to the 2015 adoption of an MSR/SOI Study.
Provide ongoing training and technical assistance outreach to small special districts on the fundamentals of operating a public agency: (1) compile and distribute a suggested orientation package for new Trustees/Board members and staff members, and (2) establish a clearinghouse of professional development training and technical assistance resources. Depending on district interests and needs, consider holding an annual board member training update or other information-sharing events.	Begin in Summer 2016	Initiated by LAFCO as a follow-up action to the 2015 adoption of an MSR/SOI Study.
Encourage and provide early LAFCO participation in Sphere of Influence updates, General Plan updates, City-County-District dialogues, and environmental review activities that affect government boundaries & services.	ONGOING	
Initiate informal meetings to discuss budget and policy issues with Cities, Special Districts, and County, as appropriate.	AS NEEDED	
Attend meetings as requested by individual Special Districts; attend quarterly Special Districts Association and the Special Districts General Managers' Group meetings; and provide support for the election of Special District LAFCO Members.	ONGOING	Two Special District Members will be elected in 2016, and one in 2018.
Attend meetings as requested by Cities, the City Managers Group and City Mayors Association, and provide support for the appointment of City Members to LAFCO.	ONGOING	City Members will be appointed in 2016, 2017 and 2019.
Attend meetings as requested by the County of Monterey, and provide support for the appointment of County Members to LAFCO.	ONGOING	Supervisors make annual LAFCO appointments.
Provide support to Commission for appointment of Public Members to LAFCO.	ONGOING	Two Public Members will be appointed in 2018.
Provide early notice to County, Cities, and Special Districts of issues that may affect them, and opportunities to participate in the LAFCO process.	ONGOING	
Maintain and update website content, layout, graphics, and content for public accountability and transparency.	ONGOING	LAFCO staff is coordinating with County IT staff on the details of a comprehensive web site redesign for improved usability. Anticipated completion: Summer 2016.
As needed, update and publish LAFCO local agency and resource maps on the LAFCO web site. Also, respond to agency requests for custom mapping of boundary/service information.	ONGOING	
Respond to miscellaneous requests for information from local agencies, members of the public, Grand Jury and others.	ONGOING	

Participate in regional planning activities for which LAFCO has indirect or direct responsibilities (AMBAG, groundwater sustainability, etc.)	ONGOING	Monitoring the options under discussion for creating a local Groundwater Sustainability Agency. Some of the options could involve LAFCO.
Participate in community educational opportunities to promote understanding and dialogue with various sectors of the Monterey County economy.	ONGOING	
Promote Monterey LAFCO's interests in statewide issues through active participation in the California Association of Local Agency Formation Commissions (CALAFCO). Prepare to host the 2018 CALAFCO Annual Conference in Monterey and on a rotating 4-year basis thereafter.	ONGOING	The Commission receives a monthly CALAFCO activities report, and participates in policy, legislative and other issues. Commissioners and staff actively participate in CALAFCO conferences, workshops, and courses.
Participate in the CALAFCO legislative process to ensure that local interests are coordinated with policies and activities of the statewide organization. Continue to monitor state legislation. Continue to provide feedback to legislators and CALAFCO as needed. Continue to update local policies and procedures for consistency with approved legislation.	ONGOING	

4. COMMISSION AND COMMITTEE FUNCTIONS

TASK	STATUS	COMMENTS
Provide support to ten regularly-scheduled Commission meetings, special meetings as needed, and Committee meetings, including the provision of public notices, agenda packets, web meeting broadcasts, and minutes.	ONGOING	
Hold monthly agenda review sessions with Chair and Vice-Chair.	ONGOING	
Conduct new Commissioner orientations, as needed.	ONGOING	
Provide Commission with regular updates of laws, policies, and procedures.	ONGOING	
Support all required Commissioner needs for bi-annual ethics/harassment training and annual economic interests reporting.	ONGOING	Primary responsibility is for Public Members.
Review all LAFCO Committees and their functions.	IN PROGRESS	Possible formation of an Admin Committee.

5. ADMINISTRATIVE AND HUMAN RESOURCES MANAGEMENT		
TASK	STATUS	COMMENTS
Maintain the LAFCO project tracking system.	ONGOING	
Maintain the staff time keeping, cost tracking, and invoicing systems for applications.	ONGOING	
Comprehensively review and prepare an Administrative Policies and Procedures Manual for all LAFCO office functions, including human resources rules and regulations.	IN PROGRESS	Will contract with County HR or other source for assistance.
Identify and support staff training needs and opportunities, including professional certification, technical training, and ethics/harassment compliance.	ONGOING	
Continue to implement LAFCO's 2014 Records Management Policy, including conversion of paper records to electronic format. This is a multi-year task.	ONGOING	To date, staff has scanned all 50+ years of meeting minutes and resolutions, and has indexed all resolutions in a searchable database. All available (1978 onward) LAFCO meeting packets that existed only on paper have also now been scanned. Next phase: Scanning of proposals (annexations, other boundary changes, etc.; approximately 800 paper files), currently underway.
Review and update all consultant/vendor contracts, as necessary.	IN PROGRESS	

6. FINANCIAL MANAGEMENT		
TASK	STATUS	COMMENTS
Review and update the project fee schedule and hourly staffing rates, as needed.	ONGOING	No changes needed at this time.
Continue to review existing financial policies and procedures, and prepare new financial policies and procedures as necessary.	IN PROGRESS	Will compile these policies as part of an Administrative Policies and Procedures Manual.
Continue to coordinate with the County Auditor, to obtain annual local agency contributions to LAFCO.	ONGOING	
Complete annual audit for Fiscal Year 2015-2016.	Start August 2016. Complete by December 2016.	
Conduct periodic review of Benefits, Services and Supplies with the goal of continuing to control costs.	ONGOING	
Continue use of a three-year financial forecast to project upcoming needs and to provide the resources to meet these needs.	ONGOING	This tool is for informal use by the Budget & Finance Committee.

**TABLE 1:
PARTIAL LIST OF ANTICIPATED AGENDA ITEMS
As of March 28, 2016**

ANTICIPATED AGENDA ITEMS BY JUNE 30, 2016

1. **Carmel Area Wastewater District** – Municipal Service Review (*Initiated by LAFCO in March 2014*); Sphere of Influence Amendment and Annexation of all or significant portions of the District’s existing Sphere of Influence near the mouth of the Carmel Valley and potentially other areas. (*CEQA clearance completed by CAWD in December 2015. Application is being prepared; not yet received.*)
2. **Recreation Districts (3)** – Municipal Service Review and Sphere of Influence Studies for Carmel Valley Recreation and Park District, North County Recreation and Park District, and Monterey Peninsula Regional Park District (*Initiated by LAFCO staff in March 2016.*)

CURRENT FY WORK PROGRAM ITEMS TO BE CARRIED OVER TO FY 2016 - 2017

3. **City of Greenfield** –
 - a. Potential Commercial / Industrial and Residential Annexation Proposals (Franscioni, Scheid, Hearne). (*CEQA clearance, Williamson Act exchange agreements, and other “pre-LAFCO application” actions are in progress. Annexation application may be filed in second half of 2016.*)
 - b. Fire Services Reorganization Study (with Greenfield Fire Protection District) – (*LAFCO staff are participating in a study initiated by the City and District in December 2015.*)
4. **City of Soledad** – Sphere of Influence Amendment for Miravale III. Sphere of Influence Amendment and Annexation of Miravale IIB Subdivision. Additional potential inclusions: Existing 10-Unit Residential Development Near Gabilan Drive; Front Street freeway interchange safety improvements; 4.35 – acre expansion area within the “Soledad Entry Commercial Annexation; “Metz Road Bypass; Los Coches Adobe vicinity; possibly others. (*A comprehensive City-County MOA was approved by the Soledad City Council in February 2016 and the Board of Supervisors in March 2016. LAFCO will initiate a Municipal Service Review/Sphere of Influence study in Spring- Summer 2016, depending on city’s schedule. City applications for a Sphere of Influence Amendment and Annexations are anticipated in Fall 2016 and beyond.*)
5. **King City** – Potential Sphere of Influence Amendment and Annexation of the existing College Ville farmworker housing complex located adjacent to existing city limits, and possibly one or more other nearby parcels. (*Applications have not yet been submitted.*)

TABLE 1: (Continued)

6. **Marina Coast Water District –**
 - a. Municipal Service Review and Sphere of Influence Study (*Initiated by LAFCO. Administrative draft was prepared by LAFCO staff and reviewed with District in 2013. In February 2014, MCWD formed an ad hoc committee to meet with Seaside County Sanitation District to resolve ongoing issues regarding establishment of an appropriate boundary between the two districts. A December 8, 2015 letter from SCSD to MCWD requested additional coordination on engineering studies. MSR and SOI adoption schedule is dependent on the districts.*)
 - b. Sphere of Influence Amendment and Annexation of portions of the former Fort Ord, and/or the ‘Cemex’ site, to provide water and wastewater services (*May be initiated by the District. See MSR discussion above.*)
7. **Seaside County Sanitation District –**
 - a. Municipal Service Review (*Initiated by LAFCO. Administrative draft MSR was prepared by LAFCO staff and reviewed with District in 2013. MSR and SOI adoption schedule is dependent on the two districts. See related MCWD item above.*)
 - b. Sphere of Influence Amendment and Annexation of portions of the former Fort Ord to Provide Wastewater Services. (*To be initiated by District. See MSR discussion and related MCWD item above.*)
8. **City of Seaside – Municipal Service Review** (*will be initiated by LAFCO at such a time as warranted by the City schedule for a potential Sphere of Influence Amendment*); Sphere of Influence Amendment and Annexation of the Proposed Monterey Downs Project, Horse Park and Central Coast Veterans Cemetery project, to be initiated by the City. (*Sphere of Influence and annexation applications are not yet submitted – pending CEQA clearance, General Plan amendment and other City/County actions.*)
9. **Salinas Valley Memorial Healthcare System – Municipal Service Review and Sphere of Influence Study** (*Initiated by LAFCO in September 2014; information collection in progress.*)
10. **County of Monterey, Highway 68 Corridor - Potential formation of a new community services district** to serve development of Ferrini Ranch and other Highway 68 – area properties. (*Not yet initiated by County of Monterey, property owners, or other parties.*)
11. **City of Salinas – Proposed Economic Development Element of the City’s General Plan.** Review and comment on the City’s environmental document (with LAFCO as responsible agency under CEQA) and other tasks related to potential future Sphere of Influence Amendments and Annexations to the City of Salinas. A Municipal Service Review update will likely be appropriate. (*LAFCO submitted a comment letter on the City’s Notice of Preparation of a draft, program-level EIR in December 2015. The EIR has not yet been circulated.*)

TABLE 1: (Continued)

ANTICIPATED NEW WORK PROGRAM ITEMS IN FY 2016-2017
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12. **New Municipal Service Reviews and Sphere of Influence Studies -**
 - a. **Water and Wastewater Service Districts:** Aromas Water District and the Boronda, Pajaro, and Monterey Regional County Sanitation Districts
 - b. **Community Services Districts:** Pebble Beach, Santa Lucia
 - c. **Other Government Services:** Monterey Peninsula Airport District, Moss Landing, Harbor District, North Salinas Valley Mosquito Abatement District, Resource Conservation District of Monterey County
13. **Fort Ord Reuse Authority – FORA 2020 Sunset and Transition Plan** (*FORA is developing a plan to address obligations, assets, and post – 2020 considerations. Assist FORA as needed, and prepare for a dissolution plan to be submitted to LAFCO by 2018.*)
14. **Monterey Regional County Sanitation District (a Dependent District Related to the Monterey Regional Water Pollution Control Agency) – Possible Sphere of Influence and annexation applications to connect a farmworker housing opportunity near Salinas and several other wastewater opportunity areas to the regional wastewater treatment and recycling system operated by the MRWPCA. Opportunity areas informally identified include Toro, Spreckels and several other rural communities now served by private sewer companies.**
15. **Spreckels Community Services District and Spreckels Memorial District –**
 - a. Assist both districts in exploring options for additional efficiency and effectiveness, including the possibility of a functional or full consolidation of both agencies. (*This is a recommended follow-up action from the 2016 Municipal Service Review and Sphere of Influence Study for the two districts.*)