

Modoc Local Agency Formation Commission

SPECIAL MEETING AGENDA

Website: www.modoclafco.org

TUESDAY

Note meeting time change

October 19, 2021 – 5:00 PM

City Council Chambers
Alturas City Hall
200 North Street, Alturas, CA 96101

(All meeting materials are available on LAFCo's Website: www.modoclafco.org)

1. Call to order / Pledge of Allegiance

Commissioners

Cheryl Nelson, Vice-Chair, City Member
Ned Coe, County Member
Marie Neer, Public Member
Mark Steffek, Chair City Member
Kathie Rhoads, County Member

LAFCO Staff

John Benoit, Executive Officer
Scott Browne, LAFCO Counsel
Macey Binning, Clerk

Alternate Members

_____, Public Member Alt.
Geri Byrne, County Member Alt.
Yolanda Lewis, City Member Alt

2. Approval of the Agenda (Additions and Deletions)

3. Correspondence: *Misc CALAFCo items*

4. Consider Minutes for the August 10, 2021 LAFCo meeting

- a. *The August 10, 2021 LAFCo minutes will be considered at the December 2021 meeting*

5. Public Comment

This is the time set aside for citizens to address the Commission on any item of interest to the public that is within the subject matter jurisdiction of the Commission. For items that are on the

agenda, public comment will be heard when the item is discussed. If your comments concern an item that is noted as a public hearing, please address the Commission after the public hearing is opened for public testimony. The Chair reserves the right to limit each speaker to three (3) minutes. Please understand that by law, the Commission cannot make decisions on matters not on the agenda.

6. Authorize payment of claims

- a) *Authorize payment of claims for August 2021 and September 2021*

7. Policies, Standards and Procedures Amendment regarding Indemnification and Expiration of Applications

- a) *Receive Executive Officer's Report*
- b) *Consider Resolution 2021-0006 adding a policy regarding Indemnification Agreements and Expiration of LAFCo Proceedings*

8. Cedarville County Water District Request for Information

- a) *Review letter and authorize Chair to sign*

9. LAFCo 201: Discussion Calafco White Paper – “ The Metamorphosis of Special Districts: Current Methods for Consolidation, Dissolution, Subsidiary District Formation and Mergers

10. Executive Officer's Report:

- a) *New phone # 530.619.5128*
- b) *AB 361 signed by Governor Newsom: The provisions enacted by AB 361 provide flexibility to meet remotely during a proclaimed emergency will sunset on January 1, 2024. This is subject to change if a future Legislature and Governor elect to extend the sunset or make the provisions permanent.*
- c) *REAP Grant and MSR-SOI for Alturas and Alturas Municipal Sewer District, Adin and Canby update*

11. Commissioner Reports - Discussion

This item is placed on the agenda for Commissioners to discuss items and issues of concern to their constituency, LAFCO, and legislative matters.

12. Adjourn to the next regular meeting on December 14, 2021

Any member appointed on behalf of local government shall represent the interests of the public as a whole and not solely the interest of the appointing authority Government Code Section 56325.1

The Commission may take action upon any item listed on the agenda. Unless otherwise noted, items may be taken up at any time during the meeting.

Public Comment

Members of the public may address the Commission on items not appearing on the agenda, as well as any item that does appear on the agenda, subject to the following restrictions:

- Items not appearing on the agenda must be of interest to the public and within the Commission's subject matter jurisdiction.
- No action shall be taken on items not appearing on the agenda unless otherwise authorized by Government Code Section 54954.2 (known as the Brown Act, or California Open Meeting Law).

Public Hearings

Members of the public may address the Commission on any item appearing on the agenda as a Public Hearing. The Commission may limit any person's input to a specified time. Written statements may be submitted in lieu of or to supplement oral statements made during a public hearing.

Agenda Materials

Materials related to an item on this agenda submitted to the Commission after distribution of the agenda area available for review for public inspection in the Modoc County Planning Department office located at on 203 W. 4th Street, Alturas CA. [such documents are also available on the Modoc LAFCO website (www.modoc.lafco.ca.gov) to the extent practicable and subject to staff's ability to post the documents prior to the meeting]

Accessibility

An interpreter for the hearing-impaired may be made available upon request to the Executive Officer 72 hours before a meeting.

The location of this meeting is wheelchair-accessible.

Disclosure & Disqualification Requirements

Any person or group of persons acting in concert who directly or indirectly contribute \$1,000 or more in support of or in opposition to a change of organization or reorganization that has been submitted to Modoc LAFCO must comply with the disclosure requirements of the Political Reform Act of 1974 applicable to local initiative measures to be submitted to the electorate. These requirements contain provisions for making disclosures of contributions and expenditures at specified intervals; they may be reviewed at Government Code §§56700.1 and 81000 *et seq.* Additional information about the requirements pertaining to local initiative measures to be presented to the electorate can be obtained by calling the Fair Political Practices Commission at (916) 322-5660. A LAFCO Commissioner must disqualify herself or himself from voting on an application involving an "entitlement for use" (such as an annexation or sphere amendment) if, within the last twelve months, the Commissioner has received \$250 or more in campaign contributions from the applicant, any financially interested person who actively supports or opposes the application, or an agency (such as an attorney, engineer, or planning consultant) representing the applicant or an interested party. The law (Government Code Section 84308) also requires any applicant or other participant in a LAFCO proceeding to disclose the contribution amount and name of the recipient Commissioner on the official record of the proceeding. Contact LAFCO Staff LAFCO staff may be contacted at (530) 619.5128 or by email at j.benoit4@icloud.com Copies of reports to the extent feasible are located on the LAFCO webpage at: www.modoclafco.org

Events Calendar – Special Sessions

MARK YOUR CALENDARS NOW!

Session details will be announced soon

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CALAFCO BUSINESS & BOARD

OCTOBER

- 7 CALAFCO Elections (virtual) @ 8:00 a.m.
- 7 CALAFCO Annual Business Meeting (virtual) @ 9:00 am
- 8 CALAFCO Board of Directors Meeting (virtual) @ 11:00 am
- 22 CALAFCO Legislative Committee (virtual)

NOVEMBER

- 5 CALAFCO Legislative Committee (virtual)
- 12 CALAFCO Board of Directors Meeting (Sacramento)

DECEMBER

- 3 CALAFCO Legislative Committee (virtual)
- 8 Northern Region Roundtable (virtual) @ 8:30 – 10:00 am
- 8 Central Region Roundtable (virtual) @ 10:30 am – 12 pm
- 15 Southern Region Roundtable (virtual) @ 1:00 – 2:30 pm
- 15 Coastal Region Roundtable (virtual) @ 3:00 – 4:30 pm

SPECIAL EDUCATION SESSIONS FROM THE CONFERENCE PROGRAM

OCTOBER

- 8 **Infrastructure and Cyber Security: What You Need to Know (webinar) @ 9:00 – 10:30 am**
Featuring speakers from the Department of Homeland Security
- 28 **Post-pandemic Workforce Best Practices for Hiring Staff (webinar) @ 1:00 – 2:30 pm**
Featuring speakers from Staffing/Recruiting firm and LAFCo legal counsel

NOVEMBER

- 3 **The New Era: State of the State in Terms of Extreme Water & Fire Issues and What it Means for LAFCo (webinar) @ 10:30 am – 12:00 pm**
Featuring speakers from DWR, OPR, CAL Fire and LAFCo legal counsel

DECEMBER

- 6 **Throw Out the Historic Water Framework: What do LAFCos Do Now? (webinar) @ 1:30 – 3:00 pm**
Featuring speakers from the Water Board, LAFCo Commissioner and LAFCo Executive Officer

JANUARY 2022

- 10 **You Can't Always Get What You Want – But You Can Make Sure You Got What You Agreed to Receive (webinar) @ 1:00 – 2:30 pm**
Featuring speakers from HdL Coren & Cone, Former Asst. City Manager and Special District Board member/LAFCo Commissioner

For current information and other CALAFCO resources
please visit www.calafco.org



September 7, 2021

Dear CALAFCO Membership:

We continue to live in challenging times, dealing with the myriad of disruptive changes thrust upon us and our agencies including navigating our way through the roller coaster ride of the pandemic, the drought, unprecedented heat waves, another record-setting wildfire season, and figuring out how to maintain or increase current services with less resources. We remain proud of you, our members and business partners, who continue to demonstrate courage, resilience and leadership in the face of all these challenges.

As we planned our Annual Conference in Newport Beach for October 6 – 8 this year, and time marched on, it became very clear with only five weeks until the Conference that our registration numbers were going to be at an all-time low, with less than half of our normal attendance. After hearing from many of you, we understand there is hesitancy to travel and gather in large numbers with the various strains of COVID-19 continuing to increase. We are also keenly aware that this year many of you have slashed training and travel in your budgets.

After careful thought and consideration, CALAFCO has decided to cancel this year's in-person Annual Conference which was scheduled for October 6 – 8 in Newport Beach.

The Board met in a special meeting on September 2, 2021 and after considering all the facts (the staff report is posted on the CALAFCO website in the Board of Directors meeting area), unanimously voted to cancel the in-person event this year. The Board of Directors and Executive Director believe CALAFCO has an ethical and corporate responsibility to our members, guests, speakers, and their families. This responsibility includes mitigating as much as possible the spread of the virus and being responsible in our decisions to aid in the containment and protect the health and safety of our members. It also means mitigating any significant financial loss CALAFCO may incur by holding the event.

In addition to our concern for your health and safety, the substantial reduction in attendance would require CALAFCO to withdraw Fund Reserves of over \$33,000 to cover the loss caused by such low registration numbers. At any time, especially in these challenging fiscal times, that is not a responsible financial practice, and we believe we must continue to practice fiscal responsibility as the trusted steward of the Association's finances.

CALAFCO's primary mission is education and providing educational opportunities for our members. The Annual Conference is our signature event and one of the best ways we do that. And, this year is CALAFCO's 50th anniversary. Not holding the event this year is another year away from you, our membership. And we miss you!

We thank those of you who registered or planned to register and attend the Conference. We thank all of you who chose to sponsor this year's Conference. We also thank all our speakers who were busy preparing and working on their presentations. As we take our mission seriously and the program being planned was a good one, we plan to bring as many of those educational and networking opportunities as possible to you in a virtual format.

So, what's next?

CONFERENCE 2021 & 2022

- Staff successfully negotiated moving the 2021 event with the Hyatt Regency Newport Beach John Wayne Airport to next year with no penalty fees, and no increase in the contracted room rate from this year. We will keep the same dates as we had scheduled for 2022 which is October 19 – 21, 2022. The contract for 2022 which was with Tenaya Lodge in Yosemite was successfully moved to 2024 without penalty. Check the CALAFCO website for locations and dates for the next several years.

- We will celebrate CALAFCO's 50th + 1 next year!
- We will work with each of you to refund all registration payments made online in their entirety without any penalties.
- Any registrations received in the mail with a check will be returned (most checks were held and not cashed).
- For any registration checks received that were deposited, a full refund will be issued.
- We will also work with all our sponsors to do the same.
- All hotel reservations at the Hyatt must be cancelled. You are responsible for cancelling your own reservations, and you are encouraged to do that ASAP to avoid any possible late cancellation fee or no-show charges because this was a detail left undone.

DELIVERY OF EDUCATION SESSIONS

- Staff is working to schedule planned sessions (with exception of topical roundtables and legislative update) over the course of the next several months (October through January).
- A full schedule will be published as soon as we have confirmation from all our speakers on this change.

ANNUAL BUSINESS MEETING - BOARD ELECTIONS - BOARD MEETING - ACHIEVEMENT AWARDS - REGIONAL ROUNDTABLES

- The annual business meeting will be held as planned on October 7, 2021 at 9:00 a.m. It will be held virtually. The announcement, agenda and packet for the business meeting will be published shortly.
- Board elections will be held by all electronic ballot, just as was done in 2020. Watch for details coming out this week. The election committee will meet virtually October 7, 2021 at 8:00 a.m. to count the votes and certify the election (just before the annual business meeting).
- The Board meeting scheduled for in person October 8 at 7:30 a.m. will be held on October 8 at 11:00 a.m. virtually. The meeting agenda and packet will be published towards the end of September.
- The Achievement Awards will be presented during the Annual Business meeting on October 7, 2021 at 9:00 a.m.
- Regional Roundtables are being scheduled for early December (all LAFCo meeting schedules were checked in this planning). Watch for them to be included in the master program schedule.

If you have any questions, please contact Executive Director Pamela Miller. You can reach her at pmiller@calafco.org.

On behalf of the Board, we thank you for your understanding, patience and support of the Association. We are proud to be of service to you, our members.

Yours sincerely,



Michael Kelley
Chair of the Board



Pamela Miller
Executive Director

CC: CALAFCO Board of Directors

Modoc Local Agency Formation Commission

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CLAIMS

for

August 2021 – September 2021

Authorize Claims for FY 2021-2022

Sept 1, 2021	Staff Svcs and Expenses August 2021	\$ 4,397.36
August 10, 2021	Meeting stipend Aug 10, 2021	\$ 500.00
Oct 1, 2021	Staff Svcs and Expenses Sept 2021	\$ 2,694.99
	TOTAL:	\$ 7,592.35

DATED: October 19, 2021

APPROVED: October 19, 2021

**Mark Steffek, Chair or Cheryl Nelson, Vice-Chair
Modoc Local Agency Formation
Commission**

Attest:

**John Benoit
Executive Officer**

Medco LAFCo
Expenditures and Revenue
FY 2021-2022

Total Budgeted 2021-2022	\$ 3,000.00	\$ 1,131.00	\$ 900.00	\$ 1,000.00	\$ 300.00	\$ 2,000.00	\$ 30,000.00	\$ 720.00	\$ 2,000.00	\$ 2,200.00	\$ 12,500.00	\$ 4,000.00	\$ 65,451.00
California Dues 21-22		\$ (510.00)					\$ (1,955.00)				\$ (467.50)		\$ (1,131.00)
Staff Svcs July 2021			\$ (15.00)		\$ (133.16)	\$ (24.98)							\$ (3,105.64)
Payroll Aug 10, 2021				\$ (2.40)	\$ (1.20)		\$ (4,132.50)						\$ (500.00)
Staff Svcs August 2021					\$ (59.98)		\$ (2,685.00)	\$ (120.00)					\$ (4,397.46)
Staff Svcs September 2021													\$ (2,894.99)
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Total Budget Remaining	\$ -	\$ -	\$ 582.60	\$ 298.80	\$ 865.59	\$ 575.02	\$ 2,000.00	\$ 27,277.50	\$ 600.00	\$ 2,200.00	\$ 12,032.50	\$ 4,300.00	\$ 53,622.01
July 1, 2021 City Fund Carryover								\$ 27,253.12					\$ -
21-22 Actual City/Co Contributions													\$ -
FY 2020-21 City Anticipated Funds Transf													\$ -
2021-22 County-City Funds anticipated								\$ 51,996.10					\$ -
Funds received													\$ -
REVENUE FOR PROJECTS													\$ -
Interest													\$ -
Anticipated Funds received													\$ -
Less Expenditures								\$ (11,828.98)					\$ -
Actual Cash Balance								\$ 15,424.13					\$ -

**Resolution 2021-0006
of the
Modoc Local Agency Formation Commission**

*A Resolution of the Modoc Local Agency Formation Commission
Amending its Policies, Standards and Procedures to include a policy regarding
Indemnification Agreements and Expiration of LAFCo Proceedings*

RESOLVED, the Modoc Local Agency Formation Commission in the County of Modoc, State of California, that

WHEREAS, policies, standards and procedures are necessary to guide the Modoc Local Agency Formation Commission in making determinations on future projects; and

WHEREAS, the Commission comprehensively reviewed, revised and updated its policies, standards and procedures adopted by LAFCO on June 9, 2020; and

WHEREAS, In August 2021, the Commission conducted a workshop regarding the proposed Policies, Standards and Procedures amendments to include a policy regarding *Indemnification Agreements and Expiration of LAFCo Proceedings*; and

WHEREAS, this Commission called for and held a meeting on this Policies, Standards and Procedures amendment on October 19, 2021 and at the meeting, this Commission heard and received all oral and written protests, objections and evidence which were made, presented or filed, and all persons present were given an opportunity to hear and be heard with respect to this amendment and the report of the Executive Officer.

NOW, THEREFORE, the Modoc Local Agency Formation Commission **DOES HEREBY RESOLVE, DETERMINE AND ORDER** as follows:

1. The attached updated Policies, Standards and Procedures Amendment shall guide the Commission in compliance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, as amended.
2. Replacing Section 6.4c and adding new Sections 6.4c and 6.4c1 regarding indemnification are hereby added to Modoc LAFCo's Policies, Standards and Procedures as shown in Exhibit A.
3. New Section 6.4e regarding expiration of applications is hereby added to Modoc LAFCo's Policies, Standards and Procedures as shown in Exhibit A.

Modoc Local Agency Formation Commission
Policies, Standards and Procedures Amendment (Indemnification and Expiration of Applications)
Resolution 2021-0006
October 19, 2021

4. Any conflicting LAFCO Policies, Standards and Procedures regarding Indemnification and expiration of applications previously approved by the Commission are hereby repealed in favor of this amendment.

The foregoing resolution was offered at a Regular Meeting of the MODOC LOCAL AGENCY FORMATION COMMISSION on the 19th day of October 2021, and adopted by the following vote of the Commission:

AYES:
NOES:
ABSTAIN:
ABSENT:

Mark Steffek, Chair
Modoc Local Agency Formation Commission

ATTEST:

John Benoit, Executive Officer
MODOC LOCAL AGENCY FORMATION COMMISSION,

Exhibit A

Proposed Policy Amendment Language:

Delete existing 6.4 (c) (under application Requirements)

6.4 (c) **Delete** *“The application shall also include an agreement to pay costs and indemnification. The agreement to pay costs and indemnification must be signed by the applicant for the application to be deemed complete”.*

Replace with:

6.4 (c) : **Agreement to pay fees.** The application shall also include an agreement to pay costs. The agreement to pay costs must be signed by the applicant for the application to be deemed complete.

6.4 (c) 1: **Voluntary Indemnification Agreement.** As part of the application, applicant shall be asked to sign and submit the voluntary indemnification agreement approved by the Commission concurrent with the adoption of this policy for all reasonable expenses and attorney fees incurred from proceedings brought by a third party in connection with the application. While LAFCo retains the discretion in all cases to decide whether to defend an action, the Applicant’s voluntary agreement to indemnify LAFCo will provide applicant an opportunity to have significant input on LAFCo’s decision whether to defend its decision.

Add New Policy Section 6.4 (e) as follows:

6.4 (e) **Expiration of LAFCo Proceedings**

All applications that have not been to hearing and completed within two years of initial submittal shall automatically terminate and expire, unless extended by the Commission. Staff shall notify the applicant at least 30 days before termination and give them an opportunity to request an extension. If no extension is requested and granted the application shall terminate.

MODOC LAFCO

October 19, 2021

Board of Directors
Cedarville County Water District
P.O. Box 285
Cedarville, CA 96101

RE: Municipal Service Review and Sphere of Influence Update

Members of the Board of Directors:

The Modoc Local Agency Formation Commission (LAFCo) is conducting a Municipal Service Review and Sphere of Influence update as required by Government Code §56430 and §56425. A County Water District is a district meeting the definition of a special district. Therefore a County Water District is subject to LAFCo's review requirement (see Government Code section 56036). This new update may be less of a burden on your agency than the initial municipal service review, which was conducted in 2007 since this is an update of all the information your agency provided to LAFCo in LAFCo's first review.

Government Code Section 56378 authorizes LAFCo to initiate, make studies of existing governmental agencies and request an agency to provide information to LAFCo. This section specifically states "districts ...shall comply with the request of the Commission".

LAFCo is required to make determinations regarding the following:

1. Growth and population projections for the affected area;
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the SOI (Required for Districts or Cities that provide domestic water, sewer or fire protection);
3. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies;
4. Financial ability of agencies to provide services;
5. Status of, and opportunities for shared facilities;
6. Accountability for community service needs, including governmental structure and operational efficiencies; and
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

Therefore, LAFCo is contacting your agency to collect information and occasionally will ask clarifying questions throughout the service review process. Your agency is asked to provide the following documents listed below:

- Audit – Last Audit
- Budget – Most recent budget including detailed proposed and actual expenditures.
- Copies of Agendas and Minutes for the past year

- Copies of 700 forms for the current Board Members
- Copy of any licenses such as a permit to operate from the State/County
- Copy of recent (last 5 years) environmental documents prepared for facility expansions
- Copy of district regulations and bylaws
- Copy of Utility Rates/connection fees/capital improvement fees and ordinances or resolutions
- Copy of a policy document, a mission statement, goals, etc.
- A map of your agency's service area and all facilities including water conveyance facilities
- Copy of your agency's latest current and approved permits needed for operation and distribution
- Provide the most recent capital improvement plan, system master plan and regulatory permits outlining future priority projects.
- Provide a copy of any income surveys prepared for your agency in the past 5 years.

We consider the preparation of service reviews to be a cooperative effort involving the staff of local agencies and LAFCo. In addition to responding to LAFCo requests for information as required under Government Code §56388, your agency may be contacted for an interview and asked to review a draft profile of your agency.

Therefore, the Commission is requesting information in accordance with Government Code Section 56378.

1. GENERAL INFORMATION

1. Date:
2. Agency Name: Cedarville County Water District
3. Agency Address: P.O. Box 285
4. Agency Email Address and Website: ccwd@frontiernet.net
5. Agency Telephone: 530.279.2240
6. General Manager's Name and Title:
7. General Manager's e-mail address:
8. Agency's Principal Act: Section 30000 et. seq. of the Water Code
9. Date of formation: 1679
10. Services Provided: domestic water
11. Anticipated Expansion:
12. Governing Body: Meeting Date, time and place for Governing Body:
13. Total Number of Employees involved in Services:
14. Total population within Agency Jurisdictional Boundaries:
15. Total registered voters within Agency Jurisdictional Boundaries:

2. ADDITIONAL INFORMATION:

Please attach the following regarding Services:

1. Mission Statement
2. Current Organizational Chart
3. Most Recently Adopted Budget and Fee Schedule
4. Most Recently Completed Financial Audit Report
5. Annual Report
6. Capital Improvement Plan and/or Master Plan
7. Newsletters

8. Any other relevant supporting documents such as studies, environmental documents, minutes, resolutions, State Requirements.
9. Most recent consumer confidence report

3. INFRASTRUCTURE, FACILITIES AND SERVICES

1. Describe the facilities
2. What improvements to the facilities are planned?
3. How will new or upgraded infrastructure be financed?
4. Can any facilities be shared with other agencies?
5. List date service commenced.

4. FINANCING

Describe rates, and method for establishing rates.

1. Describe all revenue sources. (property taxes, special taxes, service charges, fees, assessments, grants etc.)
2. Describe policies and procedures for limiting expenditures which staff may implement without governing body approval.
3. Describe policies and procedures for investment practices.
4. Describe policies and procedures for establishing and maintaining reserves. What is the ratio of undesignated, contingency, and emergency reserves to annual gross revenue?

5. SHARED FACILITIES:

1. Describe existing and potential shared facilities, equipment, infrastructure and staff.

6. GOVERNMENT

1. Explain the composition of the governing body and indicate if the governing body is elected or appointed. Names and Term Expiration Dates of members of Board of Directors
2. How long are the terms of office?
3. Explain compensation and benefits provided to the governing board.
4. Describe rules, procedures and programs for public notification of agency operations, meetings, programs.
5. How is public participation encouraged?
6. Are meetings accessible to the public? (Consideration of time and place of meeting)
7. Describe public outreach efforts (newsletters, bill inserts, website etc.)
8. Describe compliance with the Ralph M. Brown Act and the Political Reform Act.
9. Describe the level of public participation and ways that staff and directors are accessible to the public.
10. Describe the ability of the public to access information and agency reports.
11. Would the agency be able to consolidate or merge with any other agency to provide better service?

Attached is a copy of the 2007 Service Review and Sphere of Influence prepared for your agency.

Please complete the attached Request for Information by November 30, 2021. Please send your responses directly to LAFCo. Responses may be emailed or mailed directly to LAFCo at:

Modoc LAFCo
P.O. Box 2694
Granite Bay, Ca 95746

Email: j.benoit4@icloud.com

Phone: 530.619.5128

If you have questions or need assistance completing this questionnaire, please contact John Benoit at 530.619.5128.
or j.benoit4@icloud.com .

LAFCO sincerely is looking forward to collaborating with and learning more about your agency's needs through this process. We are open to any suggestions or comments you might have on service review process, forms or procedures.

Sincerely,

Mark Steffek
LAFCo Chair

Attachment: 2007 Service Review and Sphere of Influence