

**FRESNO LOCAL AGENCY FORMATION COMMISSION (LAFCo)
EXECUTIVE OFFICER'S REPORT**

AGENDA ITEM NO. 10

DATE: May 12, 2021
TO: Fresno Local Agency Formation Commission
FROM: David E. Fey, Executive Officer 
SUBJECT: Final Budget and Work Plan for Fiscal Year 2021-22.

RECOMMENDATIONS:

1. Adopt recommended final budget and work plan for Fiscal Year 2021-22; and
2. Amend LAFCo's salary resolution to reflect the change to the State's minimum hourly wage.

Executive Summary

The fiscal year ("FY") 2021-22 LAFCo final budget estimate is presented in Attachment "A" and the final 2021-22 work plan is presented in Attachment "B" for the Commission's consideration and action.

The FY 2020-21 budget is \$602,358. Staff anticipates that fee and miscellaneous revenue will close approximately \$76,000 above projections and expenses as a whole are projected to close approximately \$52,000 under budget at approximately \$550,229.

Staff estimates a Final FY 2021-22 budget of approximately \$635,476, an increase of approximately \$33,118 from FY 2020-21.

The final budget continues the Commission's practice of maintaining an operational reserve of \$100,000.

The final budget and work plan is now presented to the Commission. In accordance with Government Code (GC) sec. 56381, the final budget has been distributed to all local agencies and the County Administrative Officer.

Overview of Budget Process

GC section 56381(a) states, "The commission shall adopt annually, following noticed public hearings, a proposed budget by May 1 and final budget by June 15. At a minimum, the proposed and final budget shall be equal to the budget adopted for the previous fiscal year unless the commission finds that reduced staffing or program costs will nevertheless allow the commission to fulfill the purposes and programs of this chapter."

The Commission's *Financial and Accounting Procedures* stipulate that "In order to get an early start on the budget and allow for careful consideration of the budget options, the Executive Officer will present a preliminary budget to the Commission in March of each year in order to obtain advance direction from the Commission." The Commission's budget is based on a July 1st to June 30th fiscal year.

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH") authorizes the operational costs of LAFCo to be shared one-half by the County and one-half by cities where only the County and cities are represented on the Commission. In the event that special districts choose to be represented on the Commission, LAFCo funding would then be shared one-third by the County, cities, and the special districts or by an alternative method approved pursuant to GC sec. 56381(b)(4).

LAFCo's operational expenses are augmented by fees established by the Commission in accordance with section 56383 of the GC for services rendered to process applications for annexations, reorganizations, and detachments, as well as other LAFCo actions.

Final Summary of FY 20-21 Budget to Close

Revenue

FY 20-21 anticipated \$602,358 in revenue, comprised of a net allocation of \$350,108 (\$175,054 from both the County and the 15 cities, respectively), \$70,000 anticipated in application fees, and a fund balance contribution of \$182,250.

Staff anticipates that FY 20-21 fee revenue will close approximately \$73,130 higher than projected and \$2,901 in miscellaneous receipts related to COVID-19 related payroll tax reductions were received. Given the additional revenue, the final fund balance contribution can be reduced by \$128,160 to \$54,771.

Expense - Office Operations

FY 20-21 budgeted office operations for \$100,651 and are estimated at this point to close at approximately \$84,313.

The COVID-19 pandemic and associated office closure is the single most significant factor in the reduction of expenditures in this category. With reduced staffing in the office routine expenses associated with office supplies were reduced by approximately \$2,000; Virtual commission hearings and overall reduced tempo of LAFCo and local agency activities reduced expenditures for mileage by approximately \$1,000; and the \$11,974 budgeted for CALAFCO training and events were not expended because the staff workshop and annual conference were cancelled and CALAFCO U training were halted and when restarted were moved to virtual attendance with no fee.

Expense - Personnel

FY 20-21 personnel expenses were budgeted for \$436,056 and are estimated to close at approximately \$416,216.

Contributing factors include reduced expenditures for LAFCo's part time student intern during the office shut down and a recalculation of Workers Compensation insurance expense.

Pursuant to state law, LAFCo's intern hourly rate rose \$1.00 to comply with the State's updated minimum wage of \$13/hour. Staff recommends that the Commission updated its salary resolution to reflect this change.

Expense - Consulting Services

Consulting services expenses were budgeted for \$65,650 and are estimated to close at approximately \$49,700.

Contributing factors include reduced expenditures for bookkeeping service (as LAFCo's contract bookkeeper became a part time employee) and reduced billing for LAFCo counsel. In addition, the biennial financial audit was partially funded this year and these funds will be carried over to next years' audit.

Final FY 21-22 Budget

Final FY 21-22 budget estimate is comprised of the following:

Revenue

The final FY 2021-22 revenue forecast is approximately \$635,476, with an estimate of County and cities' contribution of approximately \$135,716, respectively, \$85,000 in application fees and a fund balance contribution of approximately \$279,044.

Expenses – Personnel

The final personnel expense forecast is approximately \$455,176. This figure reflects merit-based step increases for permanent staff and continued funding of a part-time student intern and bookkeeper.

Staff notes that LAFCo's part-time bookkeeper will be retiring at the end of calendar 2021. Funds are identified in the FY 21-22 budget to fill this position as a LAFCo employee pursuant to AB 5; in the event that it is more efficient to contract for a replacement bookkeeper through a long-term agreement with a temp agency these fund may be expended as "consulting services."

Expense - Office Operations

The final office operations expense forecast is \$110,650. This figure reflects the contracted increase to LAFCo's office lease, planned increase in CALAFCO dues, increase of LAFCo's liability insurance, and expenses associated with moving expenses when LAFCo's lease expires in January 2022.

Expense - Consultant Services

The final consulting services expenses forecast is \$69,650. This figure includes a contribution of \$5,000 for the biennial financial audit to be performed in FY 21-22 (\$10,000).

Final FY 2021-22 Work Plan

The final budget supports the Commission's role as an independent planning and regulatory agency whose purposes are to encourage the orderly formation of local governmental agencies, preserve agricultural land resources, and discourage urban sprawl. The Commission's work plan represents projects and activities that fulfill its goals and objectives. The budget represents the funding to accomplish projects important to the Commission.

A final FY 2021-22 work plan is attached as Attachment "B," consistent with the analysis presented in this report. It contains ongoing assignments such as the MSR program, application processing and consultation and facilitation to local agencies and the public.

This report has been distributed to:

- Jean Rousseau, Fresno County Administrative Officer
- All city managers and special district general managers in Fresno County

FINAL FY21-22 BUDGET			
Updated 5-3-2021			
REVENUE SUMMARY	Adopted FY 20-21 Budget	Estimate to Close FY 20-21	Proposed FY 21-22 Budget
ALLOCATION COUNTY	175,054	175,054	135,716
ALLOCATION CITIES	175,054	175,054	135,716
APPLICATION FEES	70,000	143,130	85,000
MISC. RECEIPTS	0	2,901	0
AUTH. FUND BALANCE CONTRIBUTION	182,250	54,090	279,044
Total	602,358	550,229	635,476
EXPENDITURE SUMMARY			
EXPENDITURE - OFFICE OPERATIONS	100,651	84,313	110,650
EXPENDITURE - PERSONNEL	436,056	416,216	455,176
EXPENDITURE - CONSULTING SERVICES	65,650	49,700	69,650
Total	602,358	550,229	635,476

FINAL FY21-22 BUDGET			
Updated 5-3-2021			
REVENUE - DESCRIPTION	Adopted FY 20-21 Budget	Estimate to Close FY 20-21	Proposed FY 21-22 Budget
ALLOCATION COUNTY	175,054	175,054	135,716
ALLOCATION CITIES	175,054	175,054	135,716
APPLICATION FEES	70,000	143,130	85,000
MISC. RECEIPTS	0	2,901	0
AUTH. FUND BALANCE CONTRIBUTION	182,250	54,090	279,044
Total Revenue	602,358	550,229	635,476

FINAL FY21-22 BUDGET			
Updated 5-3-2021			
EXPENDITURE - OFFICE OPERATIONS	Adopted FY 20-21 Budget	Estimate to Close FY 20-21	Proposed FY 21-22 Budget
Office Operations Expense	4,500	2,500	3,500
Office Lease	44,456	44,456	45,504
Office move expenses	0	0	5,000
Liability Insurance	13,500	14,066	14,500
Copier Maintenance-Equipment	600	713	750
Postage	1,500	1,500	1,500
Publication & Legal Notices	2,500	3,000	2,500
Postage Equipment Rental	360	671	500
Staff Mileage	700	60	200
Commission Hearing Expenses	7,061	6,686	6,936
Commission and Staff Education/Training	11,974	0	16,000
Contingency Fund Expenses	3,000	0	3,000
Professional Memberships	10,500	10,662	10,760
Total Office Operations	100,651	84,313	110,650

FINAL FY21-22 BUDGET				
Updated 5-3-2021				
EXPENDITURE - CONSULTING SERVICES	Adopted FY 20-21 Budget	Actual To Date	Estimate to Close FY 20-21	Proposed FY 21-22
Payroll Services	2,200	1,273	2,200	2,200
Independent Financial Audit	5,000	0	0	10,000
Bookkeeping Service	2,200	500	500	0
Fr Co Auditor-Controller	2,000	2,324	2,200	2,200
Fr Co Assessor	3,500	4,733	5,000	4,500
LAFCo Counsel	20,000	9,198	14,000	20,000
Fr Co Elections	250	0	100	250
Fr Co Env Health	2,000	0	500	2,000
Fr Co PeopleSoft Financial Charges	500	108	200	500
Fr Co Data and Telephone Services	28,000	15,274	25,000	28,000
Total Consultant Expenses	65,650	33,411	49,700	69,650

EXPENDITURE - PERSONNEL	Adopted FY 20-21 Budget	Estimate to Close FY 20-21	Proposed FY 21-22 Budget
Executive Officer			
Salary	133,127	133,127	139,783
Car Allowance	8,000	8,000	8,000
Worker's Comp	500	214	224
Unemployment Insurance	224	224	224
Retirement Contribution	13,313	13,313	13,978
SS & Medicare	10,184	10,184	11,183
Health Insurance Contribution	8,909	8,909	9,202
Life Insurance/Disability	130	130	130
Subtotal	174,386	174,100	182,724
Clerk to the Commission			
Inc. tax	0	0	0
Salary	51,610	51,610	53,148
Workers Comp Contribution	175	80	85
Unemployment Insurance	224	224	224
Retirement Contribution	5,161	5,161	5,315
SS & Medicare	3,947	3,947	4,252
Health Insurance Contribution	11,899	11,899	12,609
Life Insurance/Disability	75	75	75
Subtotal	73,090	72,996	75,708
Senior LAFCo Analyst			
Salary	74,340	74,340	78,048
Workers Comp Contribution	275	117	125
Unemployment Insurance	224	224	224
Retirement Contribution	7,434	7,434	7,805
SS & Medicare	5,689	5,689	6,244
Health Insurance Contribution	-	0	0
Life & Disability Insurance	75	75	75
Subtotal	88,037	87,879	92,521

EXPENDITURE - PERSONNEL	Adopted FY 20-21 Budget	Estimate to Close FY 20-21	Proposed FY 21-22 Budget
LAFCo Analyst II			
Salary	55,668	55,668	58,452
Overtime	500	0	0
Workers Comp Contribution	175	91	94
Unemployment Insurance	224	224	224
Retirement Contribution	5,567	5,567	5,845
SS & Medicare	4,258	4,258	4,676
Health Insurance Contribution	8,909	8,909	9,202
Life & Disability Insurance	75	75	75
Subtotal	75,376	74,791	78,568
Intern			
Salary	19,968	3,000	20,800
Workers Comp Contribution	575	22	33
Unemployment Insurance	0	60	60
Retirement Contribution	0	0	0
SS & medicare	1,527	1,527	1,664
Health Insurance Contribution	0	0	0
Life and Disability Ins.	0	0	0
Subtotal	22,070	4,609	22,557
Bookkeeper			
Salary	2,520	1,500	2,520
SS & medicare	202	120	202
Workers Comp Contribution	25	10	25
Unemployment Insurance	350	210	353
subtotal	3,097	1,840	3,100
Total Personnel	436,056	416,216	455,176

May 12, 2021

ASSESSMENT OF THE FY 20-21 WORK PLAN

1. PROCESS APPLICATIONS, REORGANIZATIONS AND CITIES' SOI AMENDMENTS

Applications considered by the Commission during FY 20-21 were:

July 8, 2020

- Laguna Irrigation District - annexation, MSR and SOI update
- City of Clovis - annexation MSR addendum and SOI update for the Clovis Landfill.

August 2020

- City of Fresno - Shields-Temperance No. 2 Reorganization
- City of Fresno - McKinley-Armstrong No. 2 Reorganization
- City of Clovis -Teague-Fowler SW Reorganization
- City of Fresno - Clinton-Armstrong Reorganization

October, 2020

- City of Kerman - Eastside Community Park Reorganization, MSR, and SOI update
- City of Clovis - Shaw-Highland NW No.2 Reorganization

December, 2020

- City of Mendota - Amador-Smoot Reorganization

December, 2020 special hearing

- City of Fresno-Tulare-Peach No.3 Reorganization

February, 2021

- Huron Wastewater Treatment Plant Reorganization, MSR, and SOI update
- Selma-Kingsburg-Fowler County Sanitation District- Anderson Village Annexation

April, 2021

- Fresno Mosquito and Vector Control District -365- acre Reorganization, MSR, and SOI update

Scheduled for May 12, 2021

- Tranquillity Resource Conservation District – annexation, MSR and SOI update
- programmatic MSRs and SOI updates for Firebaugh, James, Panoche, and Westside Conservation Districts.
- City of Clovis - Ashlan-Thompson SE Reorganization

Tentatively scheduled for June 9, 2021

- Sierra Resource Conservation District – annexation, MSR and SOI update

2. CONTINUE FRESNO LAFCO'S MUNICIPAL SERVICE REVIEW PROGRAM

Programmatic MSRs in progress:

- Coalinga-Huron Mosquito Abatement District
- Consolidated Mosquito Abatement District
- Fresno Westside Mosquito Abatement District
- Central Valley Pest Control District

- West Fresno Red Scale Protective District

3. PROGRAMMATIC SUPPORT OF CITIES' SPHERES OF INFLUENCE

In summary, this project gained no momentum from the cities, even after two letters to each city and several phone calls to many of them. The timing of COVID-19 closures during this FY and the dispersion of cities' staff certainly added to the lack of momentum as cities were focused on more important matters.

On the other hand, after outreach and feedback, it is staff's perspective now that until a city *needs* a SOI amendment, spending limited resources to better understand a SOI takes a low priority to more pressing local issues. No further proactive work was performed.

4. CONTINUE SUPPORT TO LOCAL AGENCIES AND THE PUBLIC

In addition to the routing questions that are associated with applications and programmatic MSRs, LAFCo staff receive a regular number of phone and email questions that relate to past LAFCo actions, special district boundaries as they relate to election precincts, support for Fresno County Public Works to scope prospective County Service Area modifications, support to and from other LAFCos around the state, and assisting the Creek Fire recovery with information about affected special districts.

LAFCo staff takes pride in its quick turnaround and depth of resources available to respond to questions.

FINAL FY 2021-22 WORKPLAN

1. CONDUCT BIENNIAL FINANCIAL AUDIT OF FY 2019-20

Preliminary budget implication: \$10,000 to be funded by operational funds.

Fresno LAFCo's *Financial and Accounting Procedures ("FAP")* guide the Commission's fiscal procedures. These procedures provide appropriate internal accounting, maintain proper administrative controls, and establish a uniform and systematic approach to LAFCo's financial and accounting process. The *FAP* establishes policy to conduct financial audits and reviews every two years, when there is a change in Executive Officer, or upon the Commission's direction.

The last financial audit was completed in 2020 for FY 2017-18. It is now appropriate to appropriate funds to support a financial audit for FY 2019-20. If approved, staff will issue a request for proposals early in FY 21-22.

2. PROCESS APPLICATIONS, REORGANIZATIONS AND CITIES' SOI AMENDMENTS

Preliminary budget implication: application fees will fund this activity.

Proposals under discussion but not submitted include City of Firebaugh SOI amendment and annexation, City of Clovis McFarlane annexation, Widren Water District consolidation with the Westlands Water District, CSA 32 (Cantua Creek) SOI amendment and annexation, FMFCD SOI update to include SEDA and annexation of same, City of Clovis Ashlan-Thompson SE, City of Fowler annexation, City of Kingsburg SOI amendment and annexation, City of Sanger Academy Avenue corridor annexation Malaga County Water District SOI amendment and annexation, City of Kerman SOI amendment and annexation.

3. CONTINUE FRESNO LAFCO’S MUNICIPAL SERVICE REVIEW PROGRAM

Preliminary budget implication: this activity can be funded from LAFCo’s operating account.

On November 5, 2014, the Commission adopted its MSR program. The goal of the Fresno LAFCo MSR program is to provide cities and special districts with an assessment of their provision of services, make recommendations regarding areas of improvement, and determine whether an agency is equipped to effectively provide services within its existing or expanded SOI.

A MSR is necessary for any update of a SOI pursuant to GC sec. 56430.

Fresno LAFCo's 132 MSR's are informally categorized in three "generations:"

- **"1.0" MSR's** are the first generation of MSR's adopted in 2007. These are the first MSR's performed; they are generally brief, frequently conclusory, and may not have been developed with the cooperation of the affected local agency.
- **"1.5" MSR's** are second generation MSR's that were updated between 2008 and 2014. These MSR's may present more analysis of the affected local agency as staff's experience preparing MSR's grew (locally and statewide through the CALAFCO community).
- **"2.0" MSR's** are MSR's that have been updated pursuant to the Commission's 2014 MSR Policy. The 2.0 MSR's present more complete and comprehensive data and analysis in compliance with the 2014 MSR Policy.

Since adoption of the Commission's 2014 MSR Program, this Commission has adopted a total of 48 2.0 MSR's in conjunction with the update of affected local agencies' SOI's. A list of the agencies with 2.0 MSR's is presented in **Attachment C**. Table 1-1 shows the Commission's MSR Inventory by generations.

Table 1-1, Fresno LAFCo MSR inventory by Generation

Municipal Service Review Program	MSR's by Generation			Total MSR's
	1.0	1.5	2.0	
Special District MSR's by Generation	19	57	41	117
City MSR's by Generation	8	2	5	15
Total MSR's by Generation	27	59	46	132

Summary of Remaining 1.0 MSRs

The balance of 1.0 MSR

s consist of the following agencies: Tri-County Hospital District, Lower San Joaquin Levee District, Westside Resource Conservation District, Westlands Water District, and Malaga County Water District.

In 2018, the Commission directed staff to defer updates of Irrigation District and California Water Districts' MSR

s until after these agencies' GSAs have adopted their GSPs. These special districts have all adopted GSPs and it is not appropriate to plan their MSR updates.

Staff recommends that the Commission's work plan *continue to prioritize the update of the remaining 2007 special district MSR*s (AKA the "1.0 MSR

s"). Work on these MSRs would, however, take second place to application-driven MSRs.

The remaining MSR

s are proposed for FY 21-22 as follows. Progress on this list depends on the availability of staff resources not already committed to application-based MSRs:

First priority MSR

s are those in progress:

- Coalinga-Huron Mosquito Abatement District
- Consolidated Mosquito Abatement District
- Central Valley Pest Control District
- West Fresno County Red Scale Protective District
- Tri-County Hospital (formerly Kingsburg Hospital District)

2nd priority MSR

s, as resources are available, are the California Water Districts with 2007 MSRs:

- Westlands Water District
- Liberty Water District

3rd priority are the irrigation districts with 2007 MSR

s:

- Consolidated Irrigation District
- Fresno Irrigation District
- Hills Valley Irrigation District
- Riverdale Irrigation District
- Tranquillity Irrigation District

4th priority MSR

s are for other special districts with 2007 MSRs:

- Malaga County Water District
- Big Creek CSD
- Del Rey CSD
- Lanare CSD
- Lower San Joaquin Levee District

- 4. Comprehensive review and update of Fresno LAFCo Policy Manual**
Preliminary budget implication: Can be funded by operational funds.

Fresno LAFCo's Policy Manual has undergone incremental amendment and update but is in need of a complete and thorough examination to update policies consistent with CKH, and to reflect contemporary priorities and characteristics of the Commission's local agencies.

At the March 10 hearing on the preliminary budget and works program the chair formed an ad hoc policy subcommittee of Commissioners Magsig and Santoyo to work with staff.

5. Evaluate office move

Preliminary budget implication: \$5,000 to be funded by operational funds.

LAFCo's office is located in an historic building in downtown Fresno. This location has been convenient but with the expiration of the Commission's lease in early 2022 and the changes to the character of downtown staff supports a thorough review of available offices in other parts of the metropolitan area.

BACKGROUND ON FRESNO LAFCO'S WORK PLAN

Fresno LAFCo's Financial and Accounting Procedures specify that before July 1, the LAFCo Executive Officer shall prepare for the Commission's review and approval of an annual work plan. The work plan is prepared in conjunction with the annual budget. The work plan identifies the purposes and plans of state law and local policy, including requirements for service reviews, sphere of influence updates, and other mandated functions. The budget supports the work program.

This work plan reflects the Fresno LAFCo's Policies and Procedures and the current and the dynamic needs of the local agencies in Fresno County. The work plan is composed of projects to be undertaken directly by LAFCo staff during the year.

The work plan is developed to advance the goals and mission of Fresno LAFCo, consistent with state law.

I. SCOPE OF WORK PLAN

The scope of the work plan is consistent with the legislature's findings and declarations:

- It is the policy of the state to encourage orderly growth and development, which are essential to the social, fiscal, and economic well-being of the state.
- The logical formation and determination of local agency boundaries is an important factor in promoting orderly development and in balancing that development with sometimes competing state interests of discouraging urban sprawl, preserving open-space and prime agricultural lands, and efficiently extending government services.
- Providing housing for persons and families of all incomes is an important factor in promoting orderly development.

- This policy should be effected by the logical formation and modification of the boundaries of local agencies, with a preference granted to accommodating additional growth within, or through the expansion of, the boundaries of those local agencies which can best accommodate and provide necessary governmental services and housing for persons and families of all incomes in the most efficient manner feasible.
- The Legislature also finds that, whether governmental services are proposed to be provided by a single-purpose agency, several agencies, or a multipurpose agency, responsibility should be given to the agency or agencies that can best provide government services.

II. PROJECTS OF THE WORK PLAN

The projects are identified to address important issues identified by the Commission in its initial Policies, Standards, and Procedures Document, adopted in 1986 or as revised. Fresno LAFCo identified the following list of problems and needs locally, which pertain to the Commission's responsibilities, and developed policies, standards and procedures in this document in order to help resolve the problems and meet needs within the Commission's jurisdiction:

1. Proliferation of overlapping and competing local agencies.
2. Need for more cooperation/coordination among local agencies.
3. Inadequate level or range of services in county/community.
4. Inadequate revenue base or adverse fiscal impacts for local agencies.
5. Illogical, gerrymandered agency boundaries, islands, surrounded areas.
6. Illogical agency service areas.
7. Conflicts between urban and rural/agricultural land uses.
8. Premature proposals and lack of development proposals.
9. Phasing of agency expansion/growth.
10. Determining environmental effects of proposals.
11. Determining consistency with city or county general plans.
12. Urban sprawl and leapfrog urban development.
13. Guiding urban growth away from prime agricultural lands.
14. Defining agricultural lands and open space lands.
15. Opposition of proposals by residents and popularity of proposals by landowners/developers.
16. Provision of adequate noticing of LAFCO hearing and conducting authority hearing.

On February 18, 2015, the following Special District issues were presented to the Commission:

1. No adopted annual budget, by-laws, or procedures.
2. No services.
3. District board nonfeasance.
4. Special district is the subject of a Grand Jury reports.
5. Lack of staff or staff lacks technological/managerial/financial (T/M/F) expertise.
6. Board members fulfill both policy and operational functions.
7. Lack of coordination of similar services between and among different special districts.
8. Lack of transparency and/or Brown Act compliance.

9. Changing demographics, antiquated mission.
10. The special district does not cooperate with LAFCo on the MSR.

Other special district issues have since emerged:

11. The district board frequently lacks a quorum.
12. Board members lack technical, managerial, and/or financial expertise.
13. Board members continue to serve after terms expire (though frequently permitted by the district's principal act).
14. District does not file annual financial statements with County Auditor Controller Treasurer Tax Collector.

III. WORK PLAN CONFORMITY WITH FRESNO LAFCo GOALS

The work plan is refined annually to conform to Commission's adopted goals:

1. Encouraging orderly formation and development of agencies;
2. Encouraging consistency with spheres of influence and recommended reorganization of agencies;
3. Encouraging orderly urban development and preservation of open space patterns;
4. Encouraging conservation of prime agricultural lands and open space areas;
5. Providing public access to the Commission via the internet; and
6. LAFCo disadvantaged communities' policy.