



**Local Agency  
Formation Commission  
of Santa Clara County**

777 North First Street  
Suite 410  
San Jose, CA 95112

**SantaClaraLAFCO.org**

**Commissioners**

Sylvia Arenas  
Jim Beall  
Rosemary Kamei  
Yoriko Kishimoto  
Otto Lee  
Terry Trumbull  
Mark Turner

**Alternate Commissioners**

Pamela Campos  
Helen Chapman  
Betty Duong  
Zach Hilton  
Teresa O'Neill

**Executive Officer**  
Neelima Palacherla

April 2, 2026

**TO:** County Executive, Santa Clara County  
City Managers, Cities in Santa Clara County  
District Managers, Special Districts in Santa Clara County

**FROM:** Neelima Palacherla, Executive Officer

**SUBJECT: ADOPTION OF PROPOSED BUDGET FOR FISCAL YEAR 2027 &  
NOTICE OF JUNE 3, 2026 LAFCO PUBLIC HEARING**

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At its public hearing on April 1, 2026, the Local Agency Formation Commission of Santa Clara County (LAFCO) adopted a Proposed Budget for Fiscal Year 2027, as recommended in the attached staff report. The attached report reviews the status of LAFCO's current year work plan and budget; and sets forth the proposed work plan and budget for Fiscal Year 2027.

LAFCO is scheduled to consider adoption of its Final FY 2027 Budget and Workplan at a public hearing on Wednesday, June 3, 2026 at 1:15 PM in the Board of Supervisors Chambers, County Government Center. The County Auditor will apportion LAFCO costs and invoice the cities, independent special districts and the County based on the Final Budget adopted by LAFCO.

The meeting agenda, staff reports and related meeting material will be available on the LAFCO website by May 29, 2026. All interested persons may attend the meeting as provided for on the agenda. Written public comments may be submitted by email to **LAFCO@ceo.sccgov.org** prior to the date of the hearing.

Attachment:

Staff Report on the Proposed Work Plan and Budget for FY 2027 (April 1, 2026)

cc: Board of Supervisors, Santa Clara County  
City Council Members, Cities in Santa Clara County  
Board of Directors, Special Districts in Santa Clara County  
Santa Clara County Cities Association  
Santa Clara County Special Districts Association



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**Commissioners**

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**ITEM # 5**

**Alternate Commissioners**

Pamela Campos  
Helen Chapman  
Betty Duong  
Zach Hilton  
Teresa O'Neill

**Executive Officer**

Neelima Palacherla

**LAFCO MEETING: April 1, 2026**

**TO: LAFCO**

**FROM: Neelima Palacherla, Executive Officer  
Dunia Noel, Asst. Executive Officer**

**SUBJECT: PROPOSED WORK PLAN AND BUDGET FOR FY 2027**

**FINANCE COMMITTEE / STAFF RECOMMENDATIONS**

1. Adopt the Proposed Work Plan for Fiscal Year 2026-2027.
2. Adopt the Proposed Budget for Fiscal Year 2026-2027.
3. Find that the Proposed Budget for Fiscal Year 2027 is expected to be adequate to allow the Commission to fulfill its statutory responsibilities.
4. Authorize staff to transmit the Proposed Budget adopted by the Commission including the estimated agency costs as well as the LAFCO public hearing notice for the adoption of the Fiscal Year 2027 Final Budget to the cities, the special districts, the County, the Cities Association of Santa Clara County and the Santa Clara County Special Districts Association.

**ANNUAL BUDGET PROCESS REQUIREMENTS**

The Cortese Knox Hertzberg Local Government Reorganization Act of 2000 (CKH Act) which became effective on January 1, 2001, requires LAFCO, as an independent agency, to annually adopt a proposed budget by May 1 and a final budget by June 15 at noticed public hearings. Both the proposed and the final budgets are required to be transmitted to the cities, the special districts and the County. Government Code §56381(a) establishes that at a minimum, the budget must be equal to that of the previous year unless the Commission finds that reduced staffing or program costs will nevertheless allow it to fulfill its statutory responsibilities. Any unspent funds at the end of the year may be rolled over into the next fiscal year budget. After adoption of the final budget by LAFCO, the County Auditor is required to apportion the net operating expenses of the Commission to the agencies represented on LAFCO.

**FISCAL YEAR 2026-2027 WORKPLAN & BUDGET DEVELOPMENT  
TIMELINE**

Dates	Staff Tasks / LAFCO Action
March 9 - April 1	Notice of this public hearing was advertised in a local newspaper, posted on the LAFCO website and distributed to local agencies. The agenda and a link to the posted agenda packet are also distributed to local agencies, interested persons and organizations. The proposed Workplan and Budget are posted on the LAFCO website and available for public review and comment.
April 1	LAFCO public hearing on adoption of Proposed Workplan and Budget
April 2	Proposed Work Plan and Budget, preliminary apportionments and LAFCO public hearing notice for Final Budget Hearing transmitted to agencies
June 3	LAFCO public hearing and adoption of Final Budget
June 3 - July 1	Final Budget transmitted to agencies; Auditor requests payment from agencies

**LAFCO FINANCE COMMITTEE**

At its February 4, 2026 LAFCO meeting, the Commission appointed Alternate Commissioner Chapman, Alternate Commissioner Hilton and Alternate Commissioner O’Neill to serve on the Finance Committee.

At its special meeting held on March 5, 2026, the Finance Committee discussed the progress on the current year work plan and the status of the current year budget; and recommended the proposed FY 2027 work plan and budget for consideration and adoption by the full commission.

**CURRENT YEAR IN REVIEW**

**PROGRESS REPORT ON FY 2025-2026 WORK PLAN**

LAFCO’s current fiscal year workplan was adopted at a noticed public hearing held on June 4, 2025. **Attachment A** depicts the current status (through the third quarter of the year) of the 2025-2026 Work Program. The first part of the fiscal year was dedicated to completing Phase 2 of the comprehensive review and update of LAFCO policies including service review policies, indemnification policy, incorporation policies, LAFCO bylaws, and policies and procedures related to operational and administrative functions. These updated policies have been assembled into a Policies and Procedures Manual that is now posted on the LAFCO website.

LAFCO is beginning the Countywide water and wastewater service review – to review, evaluate and recommend improvements to water and wastewater service delivery in the county. A Technical Advisory Committee composed of representatives from affected agencies has been formed, a consultant firm has been retained through a RFP process, and a dedicated project webpage has been created in preparation for launching the study.

Concurrently, LAFCO will initiate a service review of the Santa Clara County Mosquito and Vector Control District in June 2026.

In April, staff is organizing a strategic planning workshop session for the Commission to consider the development of environmental justice policies.

LAFCO anticipates receiving a special district annexation and sphere of influence amendment application. Staff has conducted pre-application meetings and responded to numerous requests for assistance from local and regional agencies on matters such as city service extensions, city annexations and urban service area amendments, special district annexations, and builders remedy projects. Additionally, responding to public inquiries, including public records act requests, remains a significant and growing area of focus, with staff noting an increase in both volume and complexity.

In alignment with the Commission’s directive, staff continues to engage in targeted outreach to local entities—including special districts, the County, cities, and community organizations—through informational presentations on LAFCO’s role in promoting sustainable growth and good governance. These efforts are undertaken as opportunities arise and as time permits.

There have been no changes in Commission membership during this fiscal year. The LAFCO office is fully staffed, with 4.0 FTE positions. Additionally, the implementation of a training and professional development work plan for LAFCO staff is underway, ensuring continued growth, skill enhancement, and alignment with best practices in local government and land use planning.

Several key administrative activities and projects have been completed, including the development of a new LAFCO database to efficiently track public inquiries and manage the contacts directory; and completion of LAFCO website upgrade. The development of a new database to track application processing activity is currently underway.

Projects that will not be completed by the end of the fiscal year will be incorporated into the proposed FY 2027 work plan to ensure their continued progress and completion in alignment with LAFCO’s strategic objectives.

The LAFCO Annual Report for FY 2026 will be published at the close of the fiscal year. This report will document all applications reviewed and processed during the year and will highlight LAFCO’s accomplishments, activities, and key projects undertaken or completed throughout the period.

## **STATUS OF FY 2025-2026 ADOPTED BUDGET**

**Attachment D** includes the FY 2026 budget adopted by the Commission at a noticed public hearing on June 4, 2025, the status of LAFCO's expenditures and revenues as of February 18, 2026, and expenditure and revenue projections for end of FY 2026. The adopted LAFCO budget/operating expenses for FY 2026 is \$1,365,669. It is estimated that the total year-end projected expenditures for FY 2026 would be approximately 5% higher than the adopted budget primarily due to staff salary and benefit costs being higher than the estimates provided at the time of budget adoption. However, due to slightly higher than anticipated revenue amounts and a larger than estimated fund balance from the previous year (\$176,483 vs. \$63,997), LAFCO's year-end operating expense is estimated to remain approximately 5% lower than that in the adopted FY 2026 budget. LAFCO has received the respective FY 2026 funds from the County, the cities and the independent special districts based on the adopted budget. Therefore, the unspent funds will carry over into FY 2027 and will be used to reduce net operating expenses that would in turn translate to reduced FY 2027 costs for contributing agencies.

## **PROPOSED WORK PLAN FOR FISCAL YEAR 2027**

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**Attachment C** includes the proposed work plan for FY 2027, as recommended by the Finance Committee, for consideration and adoption by the full commission.

The proposed workplan includes ongoing as well as new projects and outlines detailed projects/activities organized under six broad areas: (1.) LAFCO application processing; (2.) island annexations; (3.) outreach, government/community relations and customer service; (4.) service reviews, special studies and sphere of influence updates; (5.) commission support; and (6.) administrative projects. The work plan assigns priority levels (high, moderate, low); and designates whether the work is to be conducted by staff or outside consultants.

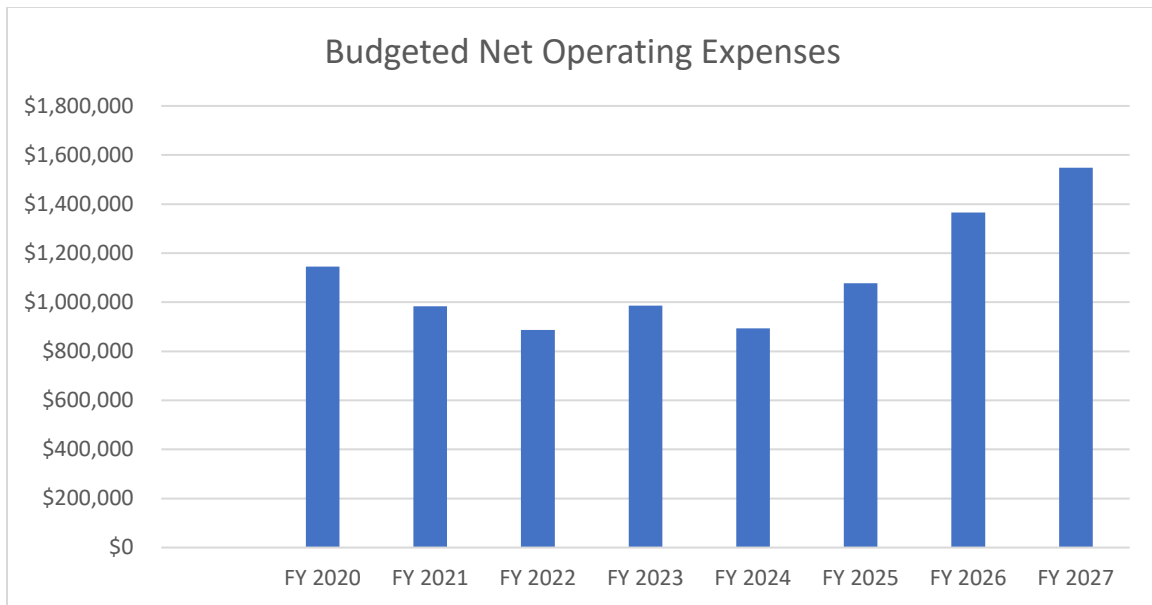
The proposed work plan includes a broad spectrum of responsibilities that LAFCO, as an independent local agency and as a regulatory body of the state, is expected to fulfill in its role of promoting sustainable growth and good governance in Santa Clara County. It incorporates the Commission's legislative functions and mandates and also the Commission's proactive local initiatives and priorities such as its directives for ongoing public outreach and education and its proactive service review and implementation program.

Staff actively manages the workload in order to focus on accomplishing essential activities such as processing applications, completing projects currently underway, maintaining core administrative functions, tracking on-going projects and studies, supporting the commission and responding to local agency and public requests for assistance and information. Consistent with past practice, LAFCO's statutorily mandated activities take priority over administrative projects that are not statutorily required, and over proactive commission-initiated projects which are discretionary but support LAFCO's mission and statutory requirements.

## PROPOSED BUDGET FOR FISCAL YEAR 2027

**Attachment D** includes the proposed budget for FY 2026-2027 as recommended by the Finance Committee, for consideration and adoption by the full commission. The Finance Committee conducted a thorough review of the work plan and budget and recognized the public benefit of LAFCO's work and the high demand for LAFCO's services from local agencies and the public. The Committee maintained its commitment to ensure adequate resources that allow the Commission to fulfill its statutory responsibilities and accomplish its work plan while also limiting costs for LAFCO's funding agencies.

The overall projected expenditure for FY 2027 (\$1,640,951) in the proposed budget is 12% higher than the current year budgeted expenses (\$1,464,666). This increase in expenditures is largely due to both an increase in the cost of staff salaries and benefits and a larger budgeted amount for consultant services. Correspondingly, LAFCO's proposed net operating expense for FY 2027 is approximately 13% higher than the FY 2026 budgeted net operating expense.



### DESCRIPTION OF FY 2026-2027 BUDGET LINE ITEMS

LAFCO and the County of Santa Clara entered into a Memorandum of Understanding (MOU) (effective since July 2001), under the terms of which, the County provides staffing, facilities, and services to LAFCO. The associated costs are reflected in the proposed LAFCO budget. LAFCO is a stand-alone, separate fund within the County's accounting and budget system and the LAFCO budget information is formatted using the County's account descriptions/codes.

The following is a detailed itemization of the proposed budget.

## **EXPENDITURES**

Expenditures are divided into two main sections: Staff Salaries and Benefits (Object 1) which comprise approximately 66% of the total expenditures; and Services and Supplies (Object 2).

### **OBJECT 1. SALARIES AND BENEFITS \$1,088,248**

This line item supports the salaries and benefits for the 4.0 FTE positions including the Executive Officer position, a Senior Analyst position, an Analyst position, and a Clerk position. All four positions are currently staffed. LAFCO contracts with the County of Santa Clara for staffing and services and in accordance with the MOU between the County and LAFCO, all four positions are staffed through the County Executive's Office. The proposed amount is based on the best available projections from the County at this time for salaries and benefits for the 4 positions. Any changes to the projections for the four positions that may occur within the next couple of months will be reflected in the Final LAFCO budget.

### **OBJECT 2. SERVICES AND SUPPLIES**

#### **5255100 Intra-County Professional \$12,000**

This includes the costs for services from various County agencies such as the County Surveyor's Office, the County Assessors' Office, and the Registrar of Voters. The County Surveyor assists with map review and approval for boundary change proposals as well as with research to resolve boundary discrepancies. The County Assessor's Office prepares reports for LAFCO and the Registrar of Voters provides data necessary for processing LAFCO applications. This item also allows LAFCO to seek GIS mapping services including support and technical assistance from the County Planning Office, as necessary. This item also includes the approximate annual cost (\$5,622) associated with webcasting the regular LAFCO meetings held in the County Board of Supervisors Chambers. In February 2021, LAFCO and the County entered into an MOU regarding webcasting services and associated costs for LAFCO meetings. As a result of the pandemic and virtual meetings, webcasting of LAFCO meetings did not begin until April 2023.

#### **5255800 Legal Counsel \$90,716**

This item covers the cost for general legal services.

In February 2009, the Commission retained the firm of Best Best & Krieger for legal services on a monthly retainer. The contract was amended in 2010 to reduce the number of total hours required to 240 hours per year. The contract sets the hourly rate and allows for an annual automatic adjustment to the rates based on the Consumer Price Index (CPI). In 2017, the contract was once again amended to increase the monthly retainer cost and limit the CEQA work within the retainer to 24 hours annually. Any additional CEQA work above 24 hours would be charged outside the retainer at the same hourly rate.

The monthly retainer for FY 2027 increases to \$7,223, based on a 2.2% increase in the Consumer Price Index for the prior calendar year (2025). This item covers the

annual retainer fees and includes additional monies to cover approximately 10 hours of work outside the retainer at the hourly rate of \$404.

**5255500 Consultant Services \$250,000**

This item is budgeted for hiring consultants to assist LAFCO with special projects such as for conducting service reviews and special studies, and scanning LAFCO's hardcopy records into the existing electronic document management system, among other projects. The Commission must take action to authorize such special projects prior to expending funds. This item also includes costs associated with ongoing consultant contracts for projects such as the countywide water and wastewater service review, the maintenance and hosting of the LAFCO website by an outside provider; the annual financial audits of LAFCO, and the development and ongoing licensing and support for the new LAFCO database. The FY 2027 budget for this item reflects an increase of \$75,000 from the previous year, to accommodate two comprehensive service reviews planned for the fiscal year – the ongoing Countywide Water and Wastewater Service Review and the upcoming service review for the Santa Clara County Mosquito and Vector Control District.

**5285700 Meal Claims \$1,000**

This item includes cost of food to support Commission events, workshops, meetings.

**5220200 Insurance \$8,000**

This item is for the purpose of purchasing general liability insurance and workers' compensation coverage for LAFCO. In 2010, LAFCO switched from the County's coverage to the Special District Risk Management Authority (SDRMA), for the provision of general liability insurance. Additionally, LAFCO also obtains workers' compensation coverage for its commissioners from SDRMA. Workers' compensation for LAFCO staff is currently covered by the County and is part of the payroll charge.

The estimates for FY 2027 were not available from SDRMA as of writing this report. The Final budget will reflect any major revisions to these estimates.

**5270100 Rent & Lease \$59,556**

This item includes FY 2027 monthly rent for LAFCO office space located at 777 North First Street, Suite 420, San Jose. The original lease term for the office space expired on May 5, 2022. At its February 2, 2022 meeting, the Commission authorized the extension of the lease for a five-year period through April 30, 2027. Staff has contacted the building management and has obtained terms for a potential 5-year lease extension. Staff is also working with the County to explore availability of suitable space in a county-owned facility that can meet LAFCO's long-term office space needs as an independent agency.

**5250100 Office Expenses \$5,000**

This item includes funds for purchase of books, subscriptions/publications necessary to keep current on laws and trends; and small equipment and supplies for office operations, including printer/photocopier lease.

**5255650 Data Processing Services \$23,948**

This item includes estimated costs associated with County Technology Solutions & Services Department (TSS) providing IT services to the LAFCO program. According to TSS, the projected costs cover Telecom services for 5 phones- VOIP/Landline (\$1,980), Wireless Carrier Service (\$1,045), enterprise licensing including MS Adobe special order, Acrobat Pro and MS Visio monthly subscription (\$4,748), and other services (\$16,175) comprising Enterprise Content Management services and solutions, Kronos support, Architecture and Innovation Services, Claranet services, Data Analytics and Visualizations, digital print and sccLearn. Any further revised cost estimates received from the County will be reflected in the Final LAFCO budget.

**5225500 Commissioner's Fees \$10,000**

This item covers the \$100 per diem amount for LAFCO commissioners and alternate commissioners to attend LAFCO meetings and committee meetings.

**5260100 Publications and Legal Notices \$1,000**

This item is for costs associated with publication of hearing notices for LAFCO applications and other projects/ studies, as required by state law. This budgeted amount has been maintained at the same level as the current year.

**5245100 Membership Dues \$15,300**

This item includes CALAFCO – the California Association of LAFCOs membership dues. At its meeting in December 2023, the CALAFCO Board voted to approve a 3% rate adjustment to account for the CPI increase (June 2024 to June 2025), in accordance with the CALAFCO Bylaws. The FY 2026 membership dues for Santa Clara LAFCO is \$13,309.

Additionally, this item includes estimated membership dues for CSDA – the California Special Districts Association. In June 2018, CSDA informed that Santa Clara LAFCO as a customer of SDRMA, must be a member of CSDA pursuant to SDRMA bylaws.

**5250750 Printing and Reproduction \$1,500**

This covers printing expenses for reports such as service reviews or other studies and documents.

**5285800 Business Travel \$21,000**

This item includes funding for staff and commissioners to attend conferences and workshops. It would cover costs of air travel, accommodation, conference registration and other expenses at the conferences. CALAFCO annually holds a Staff Workshop (Location TBD, April 2027) and an Annual Conference (Sacramento, October 2026) that is attended by commissioners as well as staff. Additionally, this item includes funding for travel costs associated with Commissioner Kamei serving on the CALAFCO Board.

**5285300 Private Automobile Mileage \$1,000**

This item provides for mileage reimbursement when staff travels by private car to conduct site visits and attend meetings / training sessions. This budgeted amount has been maintained at the same level as the current year.

**5285200 Transportation and Travel (for use of County car) \$600**

This item would cover costs associated with the use of a County vehicle for travel to conferences, workshops, site visits and meetings.

**5281600 Overhead \$42,139**

This overhead charge is established by the County Controller's Office, for service rendered by various County departments that do not directly bill LAFCO. The overhead includes LAFCO's share of the County's FY 2027 Cost Allocation Plan which is based on actual overhead costs from FY 2025 – the most recent year for which actual costs are available. The overhead amount includes the following charges from:

County Executive's Office:	\$6,149
Controller-Treasurer:	\$12,679
Employee Services Agency:	\$10,771
OBA:	\$426
TSS Intragovernmental Service:	\$1,379
Technology Services & Solutions:	\$1,372
Procurement:	\$39
Equal Opp. (County Counsel):	\$1,382
CoB – Harvey Rose Mgt Audit:	\$18
Facilities and Fleet:	\$297

Further, a "roll forward" is applied which is calculated by comparing FY 2025 Cost Plan estimates with FY 2025 actuals. The FY 2025 cost estimates were lower than the actuals by \$7,572; this amount is added to the FY 2027 Cost Plan. This is a state requirement.

**5275200 Computer Hardware \$4,000**

This item is designated for any required hardware upgrades / purchases.

**5250800 Computer Software \$4,000**

This amount is designated for computer software purchases, including annual licenses for GIS software (ArcGIS) and records management software (Laserfiche) with 2 hours of online/onsite support.

**5250250 Postage \$500**

This amount covers postage costs for mailing notices, agendas, agenda packets and general correspondence.

**5252100 Training Programs \$2,000**

This item covers the costs associated with attendance at commissioner / staff professional development courses and seminars. CALAFCO conducts University Courses throughout the year on topics of relevance to LAFCO.

**REVENUES**

**4103400 Application Fees \$25,000**

It is anticipated that LAFCO will receive approximately \$25,000 in fees from processing applications. The actual amount earned from fees corresponds to the level of application activity.

**4301100 Interest \$10,000**

It is estimated that LAFCO will receive an amount of approximately \$10,000 from interest earned on LAFCO funds.

**3400150 Fund Balance from Previous Fiscal Year (i.e., FY 2026) \$57,251**

It is projected that there will be a savings or fund balance of approximately \$57,251 at the end of the current year, which will be carried over to reduce the proposed Fiscal Year 2027 costs for LAFCO's funding agencies (cities, independent special districts and the County).

Projected Year-End [FY 2026] Fund Balance = (Projected Year-End [FY 26] Revenue + Actual Fund Balance from Previous Fiscal Year [FY 25] + Funds Received from Local Agencies in FY 26) - (Projected Year-End [FY 26] Expenses)

$$= (\$50,000 + \$176,483 + \$1,365,669) - \$1,534,901$$

$$= \$57,251$$

The fund balance excludes the reserves.

**RESERVES**

**3400800 Reserves Available \$200,000**

This item includes reserves for two purposes: litigation reserve – for use if LAFCO is involved with any litigation; and contingency reserve – to be used for unexpected expenses. If used during the year, this account will be replenished in the following year. Since 2012, the reserves have been retained in a separate Reserves account, thus eliminating the need for LAFCO to budget each year for this purpose.

The Reserves amount was held at \$250,000 since FY 2020 to timely implement potential recommendations from the Comprehensive Organizational Assessment, and as a tentative measure in recognition that LAFCO operates in an increasingly complex and controversial environment.

In FY 2022, LAFCO reduced the Reserves from \$250,000 to \$200,000, in order to further reduce costs to local agencies given the COVID -19 related economic hardships; and has maintained the reserve level at \$200,000 since then. The Finance Committee recommends maintaining the current level of reserves for FY 2027. This places the proposed Reserve amount at approximately 12% of the total FY 2027

expenditures. LAFCO has not adopted a Reserves policy, however as an independent agency, LAFCO should maintain sufficient reserves for flexibility and stability in the event of unanticipated needs.

### **FY 2027 NET OPERATING EXPENSES**

FY 2027 Net Operating Expenses = (Proposed FY 2027 Expenditures) - (Proposed FY 2027 Fee & Interest Revenues + Projected Fund Balance from FY 2026)

= (\$1,640,951) - (\$35,000 + \$57,251)

= \$1,548,700

The projected operating expense for FY 2027 is based on projected expenditures and revenues as well as on estimated fund balance for the current year. Further revisions may be needed as we get a better indication of current year expenses/revenues towards the end of this fiscal year. Additionally, a more accurate projection of costs/revenues for the upcoming fiscal year could become available, particularly for employee salary and benefits. This could result in changes to the proposed net operating expenses for FY 2027 which will be reflected in the Final budget and which could in turn impact the costs for each of LAFCO's funding agencies.

### **COST APPORTIONMENT TO CITIES, INDEPENDENT SPECIAL DISTRICTS AND COUNTY**

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In January 2013, independent special districts were seated on LAFCO. Government Code §56381(b)(1)(A) provides that when independent special districts are represented on LAFCO, the county, cities and independent special districts must each provide a one-third share of LAFCO's operational budget.

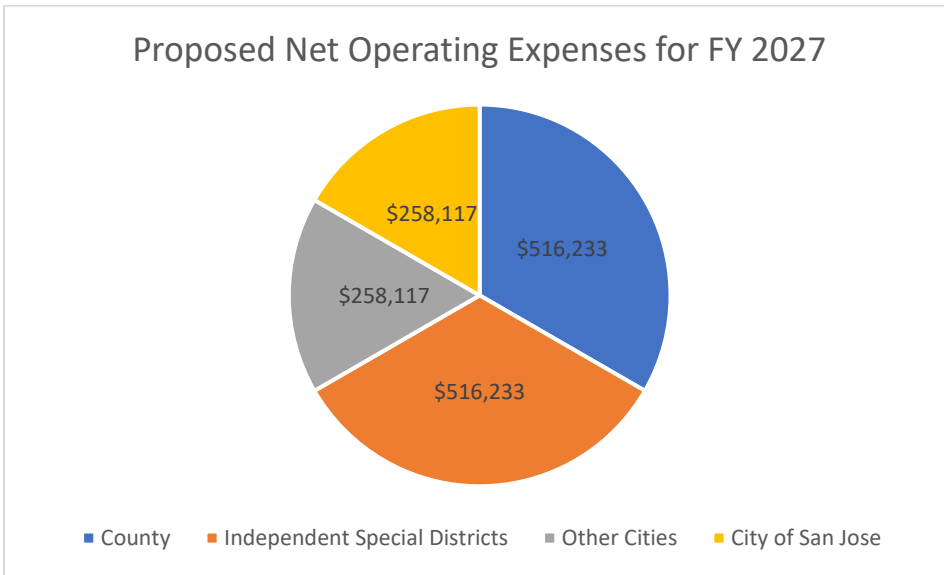
The City of San Jose has permanent membership on LAFCO pursuant to Government Code Section 56327. As required by Government Code §56381.6(b), the City of San Jose's share of LAFCO costs must be in the same proportion as its member bears to the total membership on the commission, excluding the public member. The remaining cities' share must be apportioned in proportion to each city's total revenues, as reported in the most recent edition of the Cities Annual Report published by the Controller, as a percentage of the combined city revenues within a county.

Government Code Section §56381 provides that the independent special districts' share shall be apportioned in proportion to each district's total revenues as a percentage of the combined total district revenues within a county. The Santa Clara County Special Districts Association (SDA), at its August 13, 2012 meeting, adopted an alternative formula for distributing the independent special districts' share to individual districts. The SDA's agreement requires each district's cost to be based on a fixed percentage of the total independent special districts' share.

Therefore, in Santa Clara County, the County pays a third of LAFCO's operational costs, the independent special districts pay a third, the City of San Jose pays one

sixth and the remaining cities pay one sixth. Government Code §56381(c) requires the County Auditor to request payment from the cities, independent special districts and the County no later than July 1 of each year for the amount each agency owes based on the net operating expenses of the Commission and the actual administrative costs incurred by the Auditor in apportioning costs and requesting payment.

The following is a draft apportionment to the agencies based on the proposed net operating expenses for FY 2027.



Apportionment of the costs among the 14 cities and among the 17 independent special districts will be calculated by the County Controller’s Office after LAFCO adopts the final budget in June. In order to provide each of the cities and districts with a general indication of their costs in advance, **Attachment E** includes draft estimated apportionments, based on the proposed FY 2027 net operating expenses and the FY 2023-2024 Cities Annual Report from the State Controller’s Office. The final apportionments will be prepared by the County Controller’s Office based on the latest available Cities Annual Report.

**ATTACHMENTS**

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- Attachment A: Status of FY 2026 Work Plan
- Attachment B: LAFCO Financials 2008-2025
- Attachment C: Proposed Work Plan for Fiscal Year 2027
- Attachment D: Proposed LAFCO Budget for Fiscal Year 2027
- Attachment E: Estimated FY 2027 Costs to Agencies

**STATUS OF CURRENT YEAR WORK PLAN (FY 2026)**

- PRIORITY**     **H** - High Priority (essential activities: state mandate, Commission directive, requirements)  
                       **M** - Medium Priority (important, provided resources allow or time permits)  
                       **L** - Low Priority (desirable provided resources allow or time permits, not urgent)

**\*\* Indicates emergent work items underway by staff or authorized by the Commission that fall outside the adopted FY 2026 work plan**

	<b>PROJECT DESCRIPTION</b>	<b>ACTIVITIES / TIMELINE</b>	<b>RESOURCES</b>	<b>PRIORITY</b>	<b>STATUS</b>
<b>LAFCO APPLICATIONS</b>	Process applicant-initiated LAFCO proposals	Encourage pre-application meetings prior to application submittal  Conduct pre-agenda meetings with County Depts to obtain Assessor & Surveyor reports, as needed  Process applications per CKH Act: issue Notice of Application, Certificate of Filing / Sufficiency, Public Hearing Notice, staff report, conduct protest proceedings, as needed	Staff	H	Several pre-application meetings held (e.g., USA amendments for cities of Gilroy and Morgan Hill, annexation to fire district)
	Comment on potential LAFCO applications, relevant projects & development proposals, city General Plan updates and/ or related environmental documents	Ongoing, as needed	Staff	H	Ongoing, as needed
	Comprehensive review and update of LAFCO policies for context, clarity and consistency with State law – Phase 2	Develop a Phase 2 workplan /timeline for commission consideration and begin implementation	Staff	H	Completed Phase 2 Policies revision (December 2025).  **Completed preparation of the LAFCO Policies and Procedures Manual – now available on the LAFCO website (February 2026)
	Prepare flowcharts for LAFCO processes and update application packets and application	Upon completion of policies update	Staff/ Consultant	L	In progress. Review and update of application packets, including for

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
	fee schedules for current requirements and ease of public use				compliance with accessibility requirements
	Conduct a Strategic Planning Workshop for the Commission to consider the development of Environmental Justice Policies and other emerging policy ideas, with the goal of advancing innovative LAFCO policies through a strategic plan	Identify a facilitator for the Workshop - Early 2026	Staff/ Consultant	M	To be held in April 2026. Workshop planning in progress. Identifying facilitator and potential speaker(s)
<b>ISLAND ANNEXATIONS</b>	Conduct outreach to cities with islands, follow-up on responses including review/research of city limits/ USA boundaries, provide assistance with annexations or necessary USA amendments	Prepare and distribute island maps to cities	Staff	L	As needed
	Review and finalize city-conducted island annexations	Ongoing, as needed	Staff	H	As needed
<b>OUTREACH, GOVERNMENT / COMMUNITY RELATIONS &amp;</b>	Conduct outreach to increase awareness of LAFCO's role	Presentations on LAFCO to cities, other agencies or organizations, as relevant	Staff	L	Presentations provided upon request: Leadership Sunnyvale (12/25), Leadership Morgan Hill (3/26)
		Distribute LAFCO communications material to elected officials and staff of cities, special districts and the County		M	
		Seek exhibit opportunities at public spaces / events		L	Ongoing
		Maintain website as the primary information resource on LAFCO		H	Website upgrade in progress

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
	Engage and establish relationships with local (cities, districts, county), regional (ABAG/MTC), state (SGC, OPR, DoC, SWRCB) agencies, organizations such as SDA, SCCAPO, CALAFCO, other stakeholder groups	Attend regular meetings of SDA (quarterly), SCCAPO (monthly), County Planning Dept.(quarterly)	Staff	M	Ongoing
		Small water systems issues / legislation		M	Ongoing meetings
		Collaborate with agencies and entities with goals common to LAFCO		M	
	Track LAFCO related legislation	Commission takes positions and submits letters on proposed legislation	Staff	M	Ongoing, as needed
	Respond to public inquiries re. LAFCO policies, procedures and application filing requirements	Timely response to public inquiries	Staff	H	Ongoing
		Update the PRA form for the website		L	
		Document research on complex inquiries		L	
		Report to Commission on complex inquiries		H	
<b>SERVICE REVIEWS, SPECIAL STUDIES &amp; SPHERE OF INFLUENCE UPDATES</b>	Countywide Fire Service Review	Work with interested agencies on implementing recommendations requiring LAFCO action (Table B Recommendations)	Staff	H	As needed.
	Countywide Water and Wastewater Service Review	Develop water/wastewater service review workplan and identify method for consultant selection	Staff	M	TAC formed (October 2025), Consultant selected (March 2026), Project webpage created (March 2026)
	**Service Review for the Santa Clara County Mosquito and Vector Control District	Prepare scope of work and timeline and draft RFP for consultant	Staff	H	On hold until LAFCO Meeting in June 2026
	Continue to monitor implementation of recommendations from previous service	RRRPD study – city took action to delay decision on consolidation	Staff	L	Pending city action

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
	reviews and conduct special studies, as necessary				
	Map Mutual Water companies	Initial maps complete, further work through service review	Staff	L	As part of Countywide Water Service Review
	Engage in or support grant/partnership opportunities on issues related to enhancing viability of agriculture, and climate smart growth	As needed, and as opportunities arise	Staff	L	<p>Collaboration Letter for the Bay Area Agricultural Resiliency Collaborative Planning Project SALC Grant (June 2025)</p> <p>Support letter for Santa Clara Valley Open Space Authority SALC Application for 412-acre Agricultural Conservation Easement (July 2025)</p>
	Compile and post JPA filings on the LAFCO website	Notice provided, gather JPA information through service review process	Staff	L	JPA information obtained from Fire Service Review – posted on the LAFCO website

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
<b>COMMISSION SUPPORT</b>	Provide ongoing support to the 12 commissioners for regularly scheduled Commission meetings, special meetings and Committee meetings (Finance Committee, Ad Hoc Committee on Policies and the Fire Service Review TAC)	<p>Prepare and distribute public hearing notices and agenda packets, provide staff support during the meetings, record minutes, broadcast meetings</p> <p>Hold pre-agenda review meeting with Chair</p> <p>Hold pre-meeting calls with individual commissioners to address agenda item questions</p> <p>Process commissioner per diems for attendance at LAFCO meetings</p>	Staff	H	Ongoing
	Keep the Commission informed	<p>EO report, off-agenda emails, as needed</p> <p>Provide ongoing educational opportunities / events including presentation from local agencies</p>	Staff	H	Ongoing
	Onboarding new Commissioners	<p>Facilitate filing / completion of Form 700, commissioner pledge, ethics training.</p> <p>Update LAFCO letterhead, directory, and website</p> <p>Set up vendor accounts, provide parking permits</p> <p>Conduct new Commissioner orientation</p> <p>Recognize outgoing commissioners for service on LAFCO</p> <p>Organize Commissioner / staff luncheon</p>	Staff	H	<p>Ongoing - as needed</p> <p>Orientation for Commissioner Lee staff (February 2026)</p>

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
	Commissioners Selection Process	<p>Inform appointing bodies of any upcoming vacancies and provide information on appointment criteria</p> <p>Convene ISDSC committee meeting, as necessary</p> <p>Coordinate public member selection process, as necessary</p>	Staff	H	Ongoing, as needed.
	Commissioner participation in CALAFCO	Support commissioner participation in CALAFCO activities / or election to the CALAFCO Board	Staff	L	<p>Commissioner Kamei elected to CALAFCO Board in October 2025</p> <p>Commissioner Kamei appointed as alternate on the CALAFCO Legislative Committee.</p> <p>Chair and EO attend CALAFCO Board and Legislative Committee meetings</p>
<b>ADMINISTRATIVE PROJECTS</b>	Prepare LAFCO annual work plan	March –June 2026	Staff	H	In progress
	Prepare LAFCO annual budget	March –June 2026	Staff	H	In progress
	Prepare LAFCO Annual Report	August 2025	Staff	H	Completed in October 2025
	Prepare LAFCO Annual Financial Audit	October 2025 (Contract with Chavan Associates extended for FY 2024 thru FY 2027)	Consultant / Staff	H	Completed in December 2025
	Office / facility management	<p>Coordinate with Building Manager on facilities issues</p> <p>Coordinate with County re. computers/network, phone, printers,</p>	Staff	H	Ongoing

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
<b>ADMINISTRATIVE PROJECTS</b>		office security, procurement, installation & maintenance Order and manage office supplies Make travel arrangements and process expense reimbursements. Process mileage reimbursements Office space lease extended (lease extended through April 30, 2027)			
	Records management	Organize scan of LAFCO records to Electronic Document Management System (LaserFische) Maintain LAFCO's hard copy records Maintain and enhance the LAFCO Website Maintain LAFCO database	Staff/ Consultant  Staff	H  H H H	On hold until completion of website upgrades  **Website upgrade and accessibility compliance Completed (March 2026). PDF accessibility to be completed by the 4/24/26 legislative deadline  Completed development of a new LAFCO database to track public inquiries, and manage contacts directory (July 2025). Development of database to track applications in progress

## STATUS OF CURRENT YEAR WORK PLAN (FY 2026)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY	STATUS
	Contracts and payments & receivables	Track consultant contracts and approve invoices  Approve vendor invoices / process annual payments for various services/ memberships  Coordinate with County Controller's Office and track annual collection of payments from member agencies	Staff	H	Ongoing
	Review and update LAFCO bylaws / administrative policies and procedures	Ongoing, as needed, and also as part of Phase 2 Policies Revision	Staff	H	Completed, as part of Phase 2 policies review and update
	Staff training and development	CALAFCO workshops, conferences, relevant courses  Implementation of the work plan for staff professional development  Staff retreat for team bonding and staff development	Staff	H  H  M	Attended CALAFCO Annual Conference October 2025  CALAFCO Staff Workshop (April 2026)  Ongoing training
	Coordinate with County on administrative issues	Attend monthly meetings with the Deputy County Executive	Staff	H	Ongoing
	Staff performance evaluation	May - December 2025	Staff/ Commission	H	Completed
	Other administrative functions mandated of a public agency (Form 700 annual filing & AB 1234 training compliance, Form 806, maintaining liability/workers comp insurance, etc.)	Ongoing	Staff	H	Ongoing

**ITEM # 5**  
**Attachment B**

**FY 2008 - FY 2025 LAFCO FINANCIALS**

ITEM NO.	TITLE	ACTUALS FY 2008	ACTUALS FY 2009	ACTUALS FY 2010	ACTUALS FY 2011	ACTUALS FY 2012	ACTUALS FY 2013	ACTUALS FY 2014	ACTUALS FY 2015	ACTUALS FY 2016	ACTUALS FY 2017	ACTUALS FY 2018	ACTUALS FY 2019	ACTUALS FY 2020	ACTUALS FY 2021	ACTUALS FY 2022	ACTUALS FY 2023	ACTUALS FY 2024	ACTUALS FY 2025
<b>EXPENDITURES</b>																			
	Salary and Benefits	\$356,009	\$400,259	\$406,650	\$413,966	\$393,194	\$411,929	\$450,751	\$466,755	\$484,216	\$514,381	\$628,534	\$713,900	\$744,439	\$730,716	\$639,099	\$697,700	\$823,668	\$921,561
Object 2:	Services and Supplies																		
5255100	Intra-County Professional	\$66,085	\$57,347	\$13,572	\$4,532	\$6,118	\$5,260	\$5,663	\$4,379	\$18,523	\$1,292	\$703	\$3,593	\$346	\$201	\$354	\$3,785	\$9,107	\$6,398
5255800	Legal Counsel	\$0	\$9,158	\$67,074	\$52,440	\$48,741	\$56,791	\$53,550	\$52,854	\$57,498	\$71,131	\$59,400	\$72,276	\$69,975	\$65,791	\$78,977	\$78,326	\$80,945	\$82,500
5255500	Consultant Services	\$19,372	\$75,000	\$76,101	\$58,060	\$102,349	\$59,563	\$35,602	\$37,250	\$39,625	\$0	\$45,000	\$52,650	\$106,709	\$41,966	\$25,389	\$106,867	\$55,742	\$28,325
5285700	Meal Claims	\$0	\$368	\$277	\$288	\$379	\$91	\$228	\$209	\$367	\$50	\$901	\$257	\$166	\$0	\$56	\$1,473	\$273	\$641
5220100	Insurance	\$491	\$559	\$550	\$4,582	\$4,384	\$4,378	\$4,231	\$4,338	\$4,135	\$4,679	\$4,893	\$5,296	\$5,893	\$10,452	\$8,591	\$7,042	\$14,982	\$8,664
1151	Office Expenses	\$1,056	\$354	\$716	\$639	\$1,212	\$536	\$850	\$783	\$6,266	\$48,632	\$15,412	\$4,702	\$2,544	\$1,151	\$1,462	\$2,211	\$3,878	\$2,115
5270100	Rent and Lease											\$41,120	\$39,360	\$44,478	\$46,254	\$47,903	\$53,172	\$54,766	\$56,416
5255650	Data Processing Services	\$8,361	\$3,692	\$3,505	\$1,633	\$3,384	\$1,663	\$3,311	\$9,024	\$1,519	\$6,869	\$877	\$11,894	\$15,500	\$21,223	\$18,125	\$27,297	\$24,183	\$22,585
5225500	Commissioners' Fee	\$5,700	\$5,400	\$3,500	\$3,400	\$4,000	\$4,900	\$5,800	\$4,900	\$6,700	\$5,300	\$5,400	\$5,000	\$4,600	\$6,100	\$4,200	\$4,500	\$6,300	\$6,000
5260100	Publications and Legal Notices	\$1,151	\$563	\$1,526	\$363	\$916	\$222	\$378	\$2,484	\$487	\$191	\$145	\$192	\$44	\$90	\$704	\$470	\$134	\$8,359
5245100	Membership Dues	\$5,500	\$7,000	\$7,000	\$7,000	\$7,000	\$14,473	\$0	\$7,428	\$7,577	\$8,107	\$8,674	\$9,615	\$11,822	\$12,144	\$12,316	\$12,921	\$13,936	\$14,318
5250750	Printing and Reproduction	\$5	\$0	\$0	\$0	\$0	\$0	\$9	\$177	\$703	\$0	\$0	\$0	\$799	\$0	\$0	\$435	\$202	\$0
5285800	Business Travel	\$7,238	\$8,415	\$4,133	\$8,309	\$3,095	\$4,777	\$5,800	\$4,042	\$5,811	\$3,877	\$13,091	\$4,260	\$6,908	\$0	\$0	\$4,933	\$12,612	\$11,356
5285300	Private Automobile Mileage	\$1,016	\$704	\$832	\$1,185	\$615	\$424	\$409	\$396	\$1,009	\$1,264	\$590	\$689	\$696	\$61	\$0	\$42	\$542	\$525
5285200	Transportation&Travel (County Car Usage	\$894	\$948	\$629	\$0	\$384	\$250	\$371	\$293	\$559	\$605	\$0	\$328	\$256	\$0	\$0	\$323	\$0	\$192
5281600	Overhead	\$42,492	\$62,391	\$49,077	\$46,626	\$60,647	\$43,133	\$42,192	\$34,756	\$49,452	\$0	\$28,437	\$69,944	\$4,505	\$30,917	\$49,173	\$30,041	\$20,346	\$21,187
5275200	Computer Hardware	\$0	\$451	\$0	\$83	\$2,934	\$1,791	\$2,492	\$0	\$106	\$0	\$0	\$773	\$0	\$0	\$0	\$0	\$0	\$0
5250800	Computer Software	\$0	\$0	\$626	\$314	\$579	\$3,124	\$933	\$1,833	\$2,079	\$754	\$4,505	\$3,012	\$1,200	\$4,708	\$1,753	\$1,843	\$1,203	\$2,261
5250250	Postage	\$1,160	\$416	\$219	\$568	\$309	\$589	\$246	\$597	\$411	\$209	\$183	\$117	\$73	\$184	\$159	\$42	\$30	\$24
5252100	Staff Training Programs	\$0	\$665	\$491	\$250	\$300	\$0	\$0	\$1,431	\$0	\$0	\$0	\$350	\$525	\$70	\$70	\$35	\$0	\$0
5701000	Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>		<b>\$516,530</b>	<b>\$633,691</b>	<b>\$636,478</b>	<b>\$604,238</b>	<b>\$640,540</b>	<b>\$613,895</b>	<b>\$612,816</b>	<b>\$633,929</b>	<b>\$687,043</b>	<b>\$667,342</b>	<b>\$857,865</b>	<b>\$998,208</b>	<b>\$1,021,478</b>	<b>\$972,028</b>	<b>\$888,331</b>	<b>\$1,033,458</b>	<b>\$1,122,849</b>	<b>\$1,193,427</b>
<b>REVENUES</b>																			
4103400	Application Fees	\$46,559	\$41,680	\$35,576	\$48,697	\$37,426	\$45,458	\$63,561	\$27,386	\$146,168	\$20,436	\$29,864	\$33,049	\$7,587	\$34,622	\$41,847	\$19,637	\$27,615	\$21,074
4301100	Interest: Deposits and Investments	\$24,456	\$16,230	\$6,688	\$4,721	\$4,248	\$3,416	\$2,674	\$2,844	\$6,073	\$10,830	\$12,620	\$12,141	\$18,176	\$10,488	\$7,831	\$25,401	\$32,352	\$33,334
<b>TOTAL REVENUES</b>		<b>\$71,015</b>	<b>\$57,911</b>	<b>\$42,264</b>	<b>\$53,418</b>	<b>\$41,674</b>	<b>\$48,873</b>	<b>\$66,235</b>	<b>\$30,230</b>	<b>\$152,241</b>	<b>\$31,266</b>	<b>\$42,484</b>	<b>\$45,190</b>	<b>\$25,763</b>	<b>\$45,110</b>	<b>\$49,678</b>	<b>\$45,038</b>	<b>\$59,967</b>	<b>\$54,408</b>
<b>AVAILABLE FUND BALANCE</b>																			
3400150	END OF YEAR	\$271,033	\$368,800	\$334,567	\$275,605	\$209,987	\$208,219	\$160,052	\$226,111	\$187,310	\$293,489	\$331,177	\$314,693	\$352,123	\$312,351	\$410,027	\$407,583	\$237,891	\$176,483
3400800	RESERVES AVAILABLE	\$100,000	\$100,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$250,000	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000
<b>BUDGETED COSTS TO AGENCIES</b>																			
5440200	County	\$271,641	\$270,896	\$267,657	\$292,601	\$298,597	\$281,780	\$156,002	\$187,521	\$220,668	\$225,778	\$266,298	\$277,942	\$381,904	\$327,928	\$295,443	\$328,658	\$297,729	\$455,223
4600100	Cities (San Jose 50% +other cities 50%)	\$271,641	\$270,896	\$267,657	\$292,601	\$298,597	\$282,625	\$156,002	\$187,521	\$220,668	\$225,778	\$266,298	\$277,942	\$381,904	\$327,928	\$295,443	\$328,658	\$297,729	\$455,223
4600100	Independent Special Districts							\$296,892	\$187,521	\$220,668	\$225,778	\$266,298	\$277,942	\$381,904	\$327,928	\$295,443	\$328,658	\$297,729	\$455,223

## PROPOSED WORK PLAN FOR FISCAL YEAR 2027

**ITEM # 5**  
**Attachment C**

PRIORITY\*    H - High Priority (essential activities: state mandate, Commission directive, requirements)  
                   M - Medium Priority (important, provided resources allow or time permits)  
                   L - Low Priority (desirable provided resources allow or time permits, not urgent)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>APPLICATIONS REVIEW / PROCESSING AND LAFCO POLICY DEVELOPMENT</b>	Process applicant-initiated LAFCO proposals	Encourage pre-application meetings prior to application submittal  Conduct pre-agenda meetings with County Depts. to obtain Assessor & Surveyor reports, as needed  Process applications per CKH Act requirements: issue Notice of Application, Certificate of Filing / Sufficiency, Public Hearing Notice, staff report, conduct protest proceedings, as needed	Staff	H
	Comment on potential LAFCO applications, relevant projects & development proposals, city General Plan updates and/ or related environmental documents	Ongoing, as needed	Staff	H
	Track and follow-up on LAFCO conditions of approval	Ongoing, as needed	Staff	H
	Update application packets and application fee schedules for current requirements and ease of public use	Ongoing, as needed	Staff	L
	Follow up on action items from the April 2026 Strategic Planning Workshop	Per Commission direction	Staff	M

## REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>ISLAND ANNEXATIONS</b>	Conduct outreach to cities with islands, follow up on responses including review/research of city limits/ USA boundaries, and assist with annexations or necessary USA amendments	Prepare and distribute island maps to cities	Staff	L
	Review and finalize city-conducted island annexations	Ongoing, as needed	Staff	H
<b>OUTREACH, GOVERNMENT / COMMUNITY RELATIONS &amp; CUSTOMER SERVICE</b>	Conduct outreach to increase awareness of LAFCO's role	Presentations on LAFCO to cities, other agencies or organizations, as relevant	Staff	M
		Distribute LAFCO communications material to elected officials and staff of cities, special districts and the County		M
		Seek exhibit opportunities at public spaces / events		L
		Maintain website as the primary information resource on LAFCO		H
	Engage and establish relationships with local (cities, districts, county), regional (ABAG/MTC), state (SGC, OPR, DoC, SWRCB) agencies, organizations such as SDA, SCCAPO, CALAFCO, other stakeholder groups	Attend regular meetings of SDA (quarterly), SCCAPO (monthly), and County Planning Dept. (quarterly)	Staff	M
		Small water systems issues / legislation		M
		Collaborate with agencies and entities with goals common to LAFCO		M
Engage in or support grant / partnership opportunities on issues related to enhancing viability of agriculture, and climate smart growth	As needed, and as opportunities arise	Staff	L	
Track LAFCO related legislation	Commission takes positions and submits letters on proposed legislation	Staff	M	
Respond to public inquiries re. LAFCO policies, procedures and application filing requirements	Timely response to public inquiries	Staff	H	
	Document research on inquiries in the LAFCO database		H	
	Report to Commission on complex inquiries		H	

## REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>SERVICE REVIEWS, SPECIAL STUDIES &amp; SPHERE OF INFLUENCE UPDATES</b>	Countywide Water and Wastewater Service Review	Conduct service review per approved scope and schedule, anticipated completion Spring 2027	Staff/Consultant	H
	Santa Clara County Mosquito and Vector Control District Service Review	Conduct service review per scope and schedule authorized by Commission, anticipated to begin in early Fall 2026	Staff / Consultant	H
	Countywide Fire Service Review	Work with interested agencies on implementing recommendations requiring LAFCO action (Table B Recommendations)	Staff	M
	Continue to monitor implementation of recommendations from previous service reviews and conduct special studies, as necessary	RRRPD study – city took action to delay decision on consolidation	Staff	L
	Map Mutual Water companies	Initial maps complete, further through water service review	Staff	H
	Compile and post JPA filings on the LAFCO website	Notice provided, gather JPA information through service review process	Staff	M

## REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>COMMISSION SUPPORT</b>	Provide ongoing support to the 12 commissioners for regularly scheduled Commission meetings, special meetings and Committee meetings (Finance Committee, Technical Advisory Committees or Ad-Hoc Committees)	<p>Prepare and distribute public hearing notices and agenda packets, provide staff support during the meetings, record minutes, broadcast meetings</p> <p>Hold pre-agenda review meeting with Chair</p> <p>Hold pre-meeting calls with individual commissioners to address agenda item questions and prepare meeting script for Chair</p> <p>Process commissioner per diems for attendance at LAFCO meetings</p>	Staff	H
	Keep the Commission informed	<p>EO report</p> <p>Off-agenda emails, as needed</p> <p>Provide ongoing educational opportunities/events, including presentations from local agencies</p>	Staff	H
	Onboarding new Commissioners	<p>Facilitate filing / completion of Form 700, commissioner pledge, ethics training</p> <p>Update LAFCO letterhead, directory, and website</p> <p>Set up vendor accounts, provide parking permits</p> <p>Conduct new Commissioner orientation</p> <p>Recognize outgoing commissioners for LAFCO service</p> <p>Organize Commissioner / staff Luncheon</p>	Staff	H
	Commissioners Selection Process	<p>Inform appointing bodies of any upcoming vacancies and provide information on appointment criteria</p> <p>Convene ISDSC committee meeting, as necessary</p> <p>Coordinate public member selection process, as necessary</p>	Staff	H
	Commissioner participation in CALAFCO	Support commissioner participation in CALAFCO activities / or election to and participation on the CALAFCO Board	Staff	H

## REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>ADMINISTRATIVE PROJECTS</b>	Prepare LAFCO annual work plan	March – June 2026	Staff/Finance Committee	H
	Prepare LAFCO annual budget	March – June 2026	Staff/Finance Committee	H
	Prepare LAFCO Annual Report	August 2026	Staff	H
	Prepare LAFCO Annual Financial Audit	October 2026 (Contract with Chavan Associates extended for FY 2024 thru FY 2027)	Consultant / Staff	H
	Office / facility management	<p>Work with the County to consider potential availability of office space at a County facility, and/or negotiate extension of current office space lease</p> <p>Coordinate with Building Manager on facilities issues</p> <p>Coordinate with County re. computers/network, phone, printers, office security, procurement, installation &amp; maintenance</p> <p>Order and manage office supplies</p> <p>Make travel arrangements and process expense reimbursements.</p> <p>Process mileage reimbursements</p> <p>Office space lease through April 30, 2027</p>	Staff	H
	Records management	<p>Organize scan of LAFCO records to Electronic Document Management System (Laserfiche)</p> <p>Maintain LAFCO’s hard copy records</p> <p>Maintain and enhance the LAFCO Website</p> <p>Maintain LAFCO database</p>	Staff/ Consultant	H
			Staff	H
				H
			H	
Contracts and payments & receivables	<p>Track consultant contracts and approve invoices</p> <p>Approve vendor invoices / process annual payments for various services/ memberships</p>	Staff	H	

## REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
<b>ADMINISTRATIVE PROJECTS</b>		Coordinate with County Controller's Office and track annual collection of payments from member agencies		
	Review and update LAFCO bylaws / administrative policies and procedures	Ongoing, as needed	Staff	H
	Staff training and development	CALAFCO workshops, conferences, relevant courses Implementation of the work plan for staff professional development Staff retreat for team bonding and staff development	Staff	H H M
	Coordinate with County on administrative issues	Attend monthly meetings with the Deputy County Executive	Staff	H
	Staff and EO performance evaluation	May - December 2026	Staff/Commission	H
	Other administrative functions mandated of a public agency (Form 806, maintaining liability/workers comp insurance, etc.)	Ongoing	Staff	H

**PROPOSED LAFCO BUDGET**  
**FISCAL YEAR 2026- 2027**

<b>ITEM #</b>	<b>TITLE</b>	<b>APPROVED BUDGET FY 2026</b>	<b>ACTUALS Year to Date 2/18/2026</b>	<b>PROJECTIONS Year End FY 2026</b>	<b>PROPOSED BUDGET FY 2027</b>
<b>EXPENDITURES</b>					
Object 1:	Salary and Benefits	\$994,427	\$610,372	\$1,082,821	\$1,088,248
Object 2:	Services and Supplies				
5255100	Intra-County Professional	\$12,000	\$430	\$12,000	\$12,000
5255800	Legal Counsel	\$88,766	\$41,250	\$85,000	\$90,716
5255500	Consultant Services	\$175,000	\$19,100	\$175,000	\$250,000
5285700	Meal Claims	\$1,000	\$0	\$1,000	\$1,000
5220100	Insurance	\$8,000	\$14	\$14	\$8,000
5250100	Office Expenses	\$5,000	\$1,501	\$5,000	\$5,000
5270100	Rent & Lease	\$58,106	\$38,544	\$58,106	\$59,000
5255650	Data Processing Services	\$24,443	\$16,344	\$22,443	\$23,948
5225500	Commissioners' Fee	\$10,000	\$2,300	\$10,000	\$10,000
5260100	Publications and Legal Notices	\$1,000	\$248	\$1,000	\$1,000
5245100	Membership Dues	\$15,000	\$14,793	\$14,793	\$15,300
5250750	Printing and Reproduction	\$1,500	\$0	\$500	\$1,500
5285800	Business Travel	\$21,000	\$10,509	\$21,000	\$21,000
5285300	Private Automobile Mileage	\$1,000	\$0	\$1,000	\$1,000
5285200	Transportation&Travel (County Car Usage)	\$600	\$0	\$600	\$600
5281600	Overhead	\$37,324	\$18,662	\$37,324	\$42,139
5275200	Computer Hardware	\$4,000	\$0	\$2,000	\$4,000
5250800	Computer Software	\$4,000	\$1,254	\$4,000	\$4,000
5250250	Postage	\$500	\$0	\$300	\$500
5252100	Staff/Commissioner Training Programs	\$2,000	\$0	\$1,000	\$2,000
5701000	Reserves	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>		<b>\$1,464,666</b>	<b>\$775,321</b>	<b>\$1,534,901</b>	<b>\$1,640,951</b>
<b>REVENUES</b>					
4103400	Application Fees	\$25,000	\$21,750	\$30,000	\$25,000
4301100	Interest: Deposits and Investments	\$10,000	\$15,938	\$20,000	\$10,000
<b>TOTAL REVENUE</b>		<b>\$35,000</b>	<b>\$37,688</b>	<b>\$50,000</b>	<b>\$35,000</b>
3400150	<b>FUND BALANCE FROM PREVIOUS FY</b>	<b>\$63,997</b>	<b>\$176,483</b>	<b>\$176,483</b>	<b>\$57,251</b>
<b>NET LAFCO OPERATING EXPENSES</b>		<b>\$1,365,669</b>	<b>\$561,150</b>	<b>\$1,308,418</b>	<b>\$1,548,700</b>
3400800	<b>RESERVES Available</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>COSTS TO AGENCIES</b>					
5440200	County	\$455,223	\$455,223	\$455,223	\$516,233
4600100	Cities (San Jose 50% + Other Cities 50%)	\$455,223	\$455,223	\$455,223	\$516,233
4600100	Special Districts	\$455,223	\$455,223	\$455,223	\$516,233

**LAFCO COST APPORTIONMENT: COUNTY, CITIES, SPECIAL DISTRICTS**  
**Estimated Costs to Agencies Based on the Preliminary FY 2027 LAFCO Budget**

<b>Preliminary Net Operating Expenses for FY 2027</b>				<b>\$1,548,700</b>
<b>JURISDICTION</b>	<b>REVENUE PER 2023/2024 REPORT</b>	<b>PERCENTAGE OF TOTAL REVENUE</b>	<b>ALLOCATION PERCENTAGES</b>	<b>ALLOCATED COSTS</b>
<b>County</b>	<b>N/A</b>	<b>N/A</b>	<b>33.3333333%</b>	<b>\$516,233.33</b>
<b>Cities Total Share</b>			<b>33.3333333%</b>	<b>\$516,233.33</b>
San Jose	N/A	N/A	50.0000000%	\$258,116.67
Other cities share			50.0000000%	\$258,116.66
Campbell	\$84,117,149	1.8493084%		\$4,773.37
Cupertino	\$134,270,828	2.9519327%		\$7,619.43
Gilroy	\$143,146,467	3.1470629%		\$8,123.09
Los Altos	\$80,342,217	1.7663168%		\$4,559.16
Los Altos Hills	\$23,050,684	0.5067673%		\$1,308.05
Los Gatos	\$66,479,898	1.4615549%		\$3,772.52
Milpitas	\$234,059,048	5.1457683%		\$13,282.09
Monte Sereno	\$5,050,274	0.1110298%		\$286.59
Morgan Hill	\$141,801,766	3.1174998%		\$8,046.79
Mountain View	\$479,392,872	10.5394115%		\$27,203.98
Palo Alto	\$904,171,284	19.8781287%		\$51,308.76
Santa Clara	\$1,523,014,901	33.4833530%		\$86,426.10
Saratoga	\$43,873,226	0.9645491%		\$2,489.66
Sunnyvale	\$685,802,826	15.0773168%		\$38,917.07
<b>Total Cities (excluding San Jose)</b>	<b>\$4,548,573,440</b>	<b>100.0000000%</b>		<b>\$258,116.66</b>
<b>Total Cities (including San Jose)</b>				<b>\$516,233.33</b>
<b>Special Districts Total Share</b>		<b>(Fixed %)</b>	<b>33.3333333%</b>	<b>\$516,233.34</b>
Aldercroft Heights County Water District		0.06233%		\$321.77
Burbank Sanitary District		0.15593%		\$804.96
Cupertino Sanitary District		2.64110%		\$13,634.24
El Camino Healthcare District		4.90738%		\$25,333.53
North Santa Clara Resource Conservation District		0.04860%		\$250.89
Lake Canyon Community Services District		0.02206%		\$113.88
Lion's Gate Community Services District		0.22053%		\$1,138.45
Loma Prieta Resource Conservation District		0.02020%		\$104.28
Midpeninsula Regional Open Space District		5.76378%		\$29,754.55
Purissima Hills Water District		1.35427%		\$6,991.19
Rancho Rinconada Recreation and Park District		0.15988%		\$825.35
San Martin County Water District		0.04431%		\$228.74
Santa Clara Valley Open Space Authority		1.27051%		\$6,558.80
Santa Clara Valley Water District		81.44126%		\$420,426.95
Saratoga Cemetery District		0.32078%		\$1,655.97
Saratoga Fire Protection District		1.52956%		\$7,896.10
South Santa Clara Valley Memorial District		0.03752%		\$193.69
<b>Total Special Districts</b>		<b>100.00000%</b>		<b>\$516,233.34</b>
<b>Total Allocated Costs</b>				<b>\$1,548,700.00</b>