

Riverside LAFCO

Five-Year Strategic Plan

FY 2024/25- FY 2028/29

June 27, 2024

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

An entire division of the California Government Code, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH), exists to provide each LAFCO with its powers, procedures and functions. This law gives each LAFCO power to “approve or disapprove with or without amendment, wholly, partially or conditionally” proposals concerning the formation of cities and special districts, annexation or detachment of territory to cities and special districts, and other changes in jurisdiction or organization of local government agencies. LAFCOs are also given authority to make studies of existing governmental agencies in an effort to improve the efficiency of urban services.

In order to fulfill LAFCOs’ responsibilities, in this day of changing dynamics in many areas of land use planning, disadvantaged unincorporated communities (DUCs), and housing and water availability issues, LAFCOs in general are now coming more to the forefront on engaging in these issues when facing boundary changes and reorganizations. Recent and proposed legislative actions affecting LAFCOs have become more intense and present ongoing challenges for LAFCOs to meet those legislative mandates. As such, in order to meet these ongoing and future challenges, as well as operational and budgetary challenges, it is relevant that a revised strategic plan for Riverside LAFCO be implemented in order to provide a road map for future activities.

The intent of the new Five-Year Strategic Plan covering the period FY 2024/25 - FY 2028/29 is to enhance the activities of Riverside LAFCO in those areas where the Commission deems it appropriate to focus staff efforts in furthering the mission and goals of Riverside LAFCO as related to governmental organization and servicing. The Five-Year Strategic Plan will provide an overarching and scheduling road map to be utilized by the Riverside LAFCO staff and Commission for achieving those six Strategic Objectives identified in the Strategic Plan. Note that this Five-Year Strategic Plan would work in concert with the other normal Riverside LAFCO activities currently performed on a regular basis. Additionally, several of the Strategic Objectives are already underway. A good portion of the previous Five-Year Strategic Plan has been completed or are now ongoing programs. Those incomplete items and strategic ongoing programs have been carried over into this new Five-Year Strategic Plan.

The Strategic Plan also assumes that a significant portion of accomplishing the Strategic Objectives will be performed by Riverside LAFCO staff, with some assistance from outside consultants when necessary. In conjunction with the Strategic Plan an Annual Work Plan will be developed and presented at the beginning of each fiscal year for all anticipated Strategic Plan related activity and all other projected proposal and related activity.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (1): Disadvantaged Unincorporated Communities (DUCs)

Senate Bill 244 adopted in 2011 amended CKH to require all LAFCOs to make determinations regarding “Disadvantaged Unincorporated Communities” also known as DUCs. DUCs are defined as inhabited territory that constitutes all or a portion of a community with an annual median household income that is less than 80 percent of the statewide annual median household income (MHI). CKH requires identification and analysis of service issues within DUCs as part of municipal service reviews (MSRs) and sphere of influence (SOI) reviews. State law also places restrictions on annexations to cities if the proposed annexation is adjacent to a DUC.

DUCs are already a component of Riverside LAFCO’s visible concern with respect to service delivery of core services. With the completion of the 2020 Census, updated data related to population and MHI has been made available for updating Riverside LAFCO’s identified existing, and potential expanded or new DUC’s, or possible modification or even elimination. Additionally, this was an opportunity to evaluate any additional criteria that the Commission is allowed to include in determinations of territory to be designated as a DUC. This initial Strategic Objective has been achieved as a new DUC policy and new DUC designations were adopted by the Commission on October 21, 2021. However, this Strategic Objective remains as the plan of action and process for staff to continue the ongoing efforts for addressing the needs of the identified DUCs with those relevant jurisdictions that would be potential service providers through annexations or other service delivery avenues.

Plan of Action-

- 1) Continue working with the cities, the County and the DUC communities for potential annexations of Ducs.
- 2) Develop a set of guiding principles to utilize with the County, cities and the DUC communities for those entities to develop a plan for future servicing and annexations.
- 3) Engage WRCOG and CVAG in potential partnership in addressing Infrastructure issues related to DUCs.

The following table provides a listing of the DUCs identified by Riverside LAFCO within the Riverside County areas inclusive of DUCs within and adjacent to city SOIs. The updated DUCs were adopted by the Commission on October 28, 2021, including areas considered DUCs within Riverside County unincorporated territory, however, are not associated with any specific city’s SOI.

Riverside LAFCO

Five-Year Strategic Plan

FY 2024/25 – FY 2028/29

The MHI data listed is the from the U.S. Census Bureau American Community Survey (ACS). LAFCO staff has implemented the five-year dataset for this update and will for future updates. The most current ACS five-year survey utilized for the update which is reflected in the table is 2015-2019, which reflects an MHI of \$75,235 with the 80% threshold of \$60,188.

Summary of Riverside County City DUCs

Census Block Groups, State Median Household Income (MHI) of \$75,235
80% of State MHI is \$60,188 (ACS 2015-19)

WESTERN REGION

City	SOI	Number of DUCs	DUC	Location
Canyon Lake		None		NOTE: See Lake Elsinore below.
Corona		None		
Eastvale		None		
Hemet	Within SOI NOTE: All new DUCS within the SOI would be included in the Hemet United potential annexation- await application.	1.	DUC 1	Green Acres
		2.	DUC 2	Diamond Valley
		3.	DUC 3	E. Hemet
		4.	DUC 3a	E. Hemet
		5.	DUC 4	W. Valle Vista
		6.	DUC 5	Valle Vista
		7.	DUC 6	N. Valle Vista
Jurupa Valley		None		
Lake Elsinore	Not within SOI	1.	DUC 1 – “North of Lake Elsinore”	Meadowbrook (Central) NOTE: Canyon Lake is reviewing potential for annexation of this area.
	Northern Portion of DUC 2 is not within SOI	2.	DUC 2	Meadowbrook (South) NOTE: Canyon Lake is reviewing potentials for annexation of this area.
	Within SOI	3.	DUC 3	Warm Springs / N. Elsinore
		4.	DUC 4	Lakeland Village
		5.	DUC 4a	Lakeland Village
		6.	DUC 4b	Lakeland Village
		7.	DUC 4c	Lakeland Village
North of Menifee	Not within SOI	1.	DUC 1	Romoland
		2.	DUC 2	Romoland
		3.	DUC 3	Romoland
		4.	DUC 4	Nuevo
		5.	DUC 5	Nuevo
Moreno Valley		None		
Murrieta		None		
Norco		None		

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Perris	Within SOI	1.	DUC 1	Mead Valley (North)
		2.	DUC 1a	Mead Valley (Seaton Ave.)
		3.	DUC 1b	Mead Valley
		4.	DUC 2	Mead Valley (Central)
		5.	DUC 3	Mead Valley (Garza Rd.)
		6.	DUC 4	Good Hope
Riverside	Within SOI	1.	DUC 1	Highgrove West
Temecula		None		
Wildomar		None		

PASS/MOUNTAIN REGION

City	SOI	Number of DUCs	DUC	Location
Banning	Southern Portion of DUC 1 is not within SOI	1.	DUC 1	South Sunset- NOTE: October 2023, registered voters within the DUC opposing annexation (into the City successfully petitioned to be excluded from a potential annexation application adjacent to the DUC (Sunset-Crossroads).
North of Beaumont	Not within SOI	1.	DUC 1	Cherry Valley
		2.	DUC 2	Cherry Valley
		3.	DUC 2a	Cherry Valley
		4.	DUC 2b	Cherry Valley
		5.	DUC 2c	Cherry Valley
Calimesa			None	
San Jacinto	Within SOI	1.	DUC 1	Country Lakes MHP (Gilman Hot Springs)
		2.	DUC 2	Soboba Hot Springs

COACHELLA VALLEY/EASTERN REGION

City	SOI	Number of DUCs	DUC	Location
Blythe	Not within SOI	1.	DUC 1	North of Blythe (Southwest)
	Not within SOI	2.	DUC 2	North of Blythe (East)
	Not within SOI	3.	DUC 3	North of Blythe (North)
	Within SOI	4.	DUC 4	North of Blythe (Mayflower County Park)
	Within SOI	5.	DUC 5	South Blythe (Southwest)
	Within SOI	6.	DUC 5a	South Blythe (Southeast)
	Not within SOI	7.	DUC 6	South of Blythe (Intake Blvd.)
	Not within SOI	8.	DUC 7	South of Blythe (Ripley)
	Not within SOI	9.	DUC 8	Mesa Verde
Cathedral City	Within SOI	1.	DUC 1	Thousand Palms (Central)- NOTE- City Council voted in May 2024 to not pursue annexation.
		2.	DUC 2	Thousand Palms (South)- Note above applies.
		3.	DUC 3	Thousand Palms (East)- Note above applies.
Coachella	None			

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Desert Hot Springs	Within SOI	1.	DUC 1	North Palm Springs
		2.	DUC 2	North Palm Springs
		3.	DUC 3	North Palm Springs
		4.	DUC 4	Cholla Gardens
		5.	DUC 5	Southeast DHS
		6.	DUC 5a	Southeast DHS
		7.	DUC 5b	Southeast DHS
		8.	DUC 5c	Southeast DHS
Indian Wells	None			
Indio	Within SOI	1.	DUC 1	Carver Tract- NOTE: City has expressed interest in potential annexation.
La Quinta	Within SOI	1.	DUC 1	Vista Santa Rosa
		2.	DUC 1a	Vista Santa Rosa
Palm Desert	Within SOI	1.	DUC 1	Bermuda Dunes
North of Palm Springs	Not within SOI	1.	DUC 1	San Gorgonio (West)
North of Palm Springs	Not within SOI	2.	DUC 2	San Gorgonio (East)
South of Palm Springs	Not within SOI	3.	DUC 3	South of Palm Springs/Alpine Village
North of Palm Springs	Within SOI	4.	DUC 4	North Palm Springs
Rancho Mirage	None			

Summary of Riverside County Regional DUCs within Unincorporated Areas

Census Block Groups, State Median Household Income (MHI) of \$75,235
80% of State MHI is \$60,188 (ACS 2015-19)

COACHELLA VALLEY/EASTERN REGION

<i>Unincorporated Area</i>	Number of DUCs	
Desert Edge	1.	DUC u14 NOTE: Community is reviewing options for a CSA or CSD.
Hundred Palms	2.	DUC u20
Indio Hills	3.	DUC u17
	4.	DUC u18
	5.	DUC u19
Lake Tamarisk	6.	DUC u30
Mecca	7.	DUC u21 (Northwest)
	8.	DUC u22 (Northeast)
	9.	DUC u23 (Central)
	10.	DUC u24 (South)
	11.	DUC u25 (Desert Camp)
Mortmar	12.	DUC u26
	13.	DUC u27
North Shore	14.	DUC u28
	15.	DUC u29
Sky Valley	16.	DUC u15
	17.	DUC u16

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

WESTERN REGION

<i>Unincorporated area</i>	Number of DUCs	
Aguanga	1.	DUC u5
	2.	DUC u6
	3.	DUC u7
	4.	DUC u8
Radec/Aguanga/Lake Riverside	5.	DUC u4

PASS/MOUNTAIN REGION

<i>Unincorporated Area</i>	Number of DUCs	
Cabazon	1.	DUC u11
	2.	DUC u12
	3.	DUC u13
Juniper Springs (Homeland)	4.	DUC u1
	5.	DUC u2
	6.	DUC u3
Poppet Creek	7.	DUC u9
Valley Hi Oak Reserve	8.	DUC u10

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (2): Unincorporated Islands/Pockets

In addition to the Strategic Objective (1), there are numerous remaining unincorporated islands and pocket communities within Riverside County that should eventually be adjudicated over time. CKH, in various sections of the statute, requires all LAFCOs to address unincorporated islands and pockets during MSR/SOI updates, and annexation proceedings.

Unincorporated islands and pockets can be identified into two distinct categories. The first category are those unincorporated islands and pockets that could qualify for the streamlined procedures under CKH, whereby the Commission shall approve an annexation proposal and waive protest proceedings that meet the criteria specified in CKH. The second category are those unincorporated islands or pockets that do not meet the streamline criteria. Within these categories, unincorporated islands and pockets were prioritized by the Commission's Ad Hoc Committee in 2017 for annexation discussions based on criteria such as, previous community interest, location, SOI, inhabited vs. uninhabited, etc. as noted below:

In June of 2017, staff provided a presentation to the Commission regarding the 11 unincorporated islands/pockets that had been annexed over the previous 17 years and the remaining islands in the County and options to move forward. Staff had identified a total of 40 islands/pockets, including potentially up to 12 annexations that could be processed under the streamline provisions of Government Code Section 56375.3. Those were preliminary determinations. An ad hoc committee was formed at the June 2017 Commission meeting, to prioritize the islands/pockets and recommend an action plan to the Commission.

The goal of this Strategic Objective is to continue implementing the plan for encouraging the appropriate cities and the County to engage in discussions concerning annexations of these unincorporated islands and pockets. Community outreach by all parties is also important to have a successful island annexation program.

Plan of Action-

- 1) Continue working with the cities, the County and the affected communities for potential annexations based on prioritization.
- 2) Develop a set of guidelines cities and the County can utilize for promoting annexation of the affected communities into an associated city.

The following table lists those unincorporated islands and pockets identified with the status of those that have been, or in process by affected cities, of moving forward for future annexations.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

<u>Island/Pocket #</u>	<u>Location</u>	<u>Acreage</u>	<u>Adjacent City(s)</u>
Priority 1 - <u>meets</u> Streamlined Provision 56375.3			
2	Westward Ave.	41.29	Beaumont
12	Cholla Gardens	65.27	Desert Hot Springs
15	Carver Tract	34.74	Indio- NOTE: City has recently been exploring annexation.
*26 & *27 (potentially meets)	Bluff St. (north south)	18.25 (north) 39.71 (south)	Norco SOI & Eastvale- NOTE: Norco is exploring annexation of these areas.
32	San Jacinto Ave.	55.77	Perris
Priority 1 – <u>does not</u> meet Streamlined Provision 56375.3			
11	River Bluff	25.30	Corona
17-21	Santa Ana River	901.4	Jurupa Valley/Riverside
22	Greenwald Ave. (Meadowbrook)	277.48	Lake Elsinore
30	Channel St.	8.22	Palm Springs
33	Rider St.	168.86	Perris
35	Railroad I-10 Corridor	666.72	Rancho Mirage
Priority 2 - <u>does not</u> meet Streamlined Provision 56375.3			
28	Bermuda Dunes	864.41	Palm Desert
29	Sun City	955.31	Palm Desert
Priority 3 - <u>potentially meets</u> Streamlined Provision 56375.3			Coachella
38	Soboba Hot Springs	37.40	San Jacinto

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

<u>Island/Pocket #</u>	<u>Location</u>	<u>Acreage</u>	<u>Adjacent City(s)</u>
Priority 3 - <u>does not meet</u> Streamlined Provision 56375.3			
7	Jackson St.	373.03	Coachella NOTE: City is reviewing annexation of this area. Has been included in SOI.
24	Menifee Rd./Scott Rd.	165.25	Menifee
25	North Menifee (Murrieta Hills)	321.29	Menifee and Murrieta NOTE: Murrieta has annexed most of this area.
31	W. Ellis St.	390.23	Perris
Priority 4 - <u>potentially meets</u> Streamlined Provision 56375.3			
3	Brookside Ave.	32.68	Beaumont
4	Sunnyslope Ave.	56.60	Beaumont
Priority 4 - <u>does not meet</u> Streamlined Provision 56375.3			
34	Bob Hope Dr. (Agua Caliente Tribal Land)	254.57	Rancho Mirage NOTE: Annexation application has been submitted. Anticipated to be presented at the July or Sep 2024 Commission Meeting.
Priority 5 - <u>meets</u> Streamlined Provision 56375.3			
36	University City	103.87	Riverside
*37 (potentially meets)	South Alessandro Ave.	Area 1 - 47.06 Area 2 - 104.8	Riverside

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

<u>Island/Pocket #</u>	<u>Location</u>	<u>Acreage</u>	<u>Adjacent City(s)</u>
Priority 5 - <u>does not meet Streamlined Provision 56375.3</u>			
1	Banning Bench North & South Portions	185.38 (north) 532.06 (south)	Banning NOTE: City Council voted not to pursue annexation in 2023.
5	Bellflower Ave.	16.70	Beaumont
6	Colorado River Indian Reservation	174.23	Blythe
8	Coronita	379.10	Corona
9	El Cerrito	565.71	Corona
10	Home Gardens	983.65	Corona
13	Mission Lakes	468.20	Desert Hot Springs
14	Cabazon Tribal	626.43	Indio
16	Van Buren St.	8.04	Indio
23	HWY 74	959.53	Lake Elsinore
39	Country Lakes	192.81	San Jacinto
40	N. San Jacinto	628.59	San Jacinto- NOTE: City is reviewing this area for potential annexation.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (3): Municipal Service Reviews/Sphere of Influence Updates

One of the core functions of LAFCOs under the requirements of CKH is the periodic performance of Municipal Service Reviews (MSRs) and Sphere of Influence (SOI) updates. CKH requires SOI updates to be performed every five years, or “as necessary”. SOI updates are required to be accompanied by a recent or concurrent MSR. Due to ambiguity in the language “as necessary”, many LAFCOs, including Riverside, have not necessarily met the five-year requirement for various reasons. Lack of funding for staffing or consultant costs to perform the periodic reviews drives most LAFCOs to prioritize and focus on cities, and special districts that provide key municipal services such as water and wastewater services. Recently, special districts providing healthcare services have become a statewide focus due to financial and servicing issues with several throughout the state.

LAFCO performs MSRs and SOI updates as necessary to support change of organization proposals, however, Riverside LAFCO had numerous special districts and cities that had not met the five-year requirement. Riverside LAFCO over the last five years has completed approximately 85% of the MSR/SOI update reviews as scheduled in the previous Strategic Plan, with the remainder in various stages of progress that will carry into this Five-Year Strategic Plan cycle. The goal of this Strategic Objective is to continue this process completing MSRs and SOI updates for all agencies under Riverside LAFCO’s purview during this next five-year cycle MSRs and SOI updates.

Plan of Action-

- 1) Identify all MSRs and SOI updates required to be performed for all agencies.
- 2) Prioritize development of MSRs and SOI updates and determine if performed in-house, or with consultant support.
- 3) Develop a plan of action and schedule for completing all MSRs and SOI updates for the next five-year cycle.
- 4) Pursue dissolution of County CSAs no longer providing services as noted in the discussion and table below.

The following table identifies all cities and special districts subject to the MSR and SOI update requirements. The table identifies the agency, the last MSR/SOI update performed, and a projected schedule to perform the next update. Agencies marked (N/A) are those agencies previously exempted from MSR reviews however now required per current Riverside LAFCO Policy.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

NOTE- Water/Wastewater services for cities and community service districts annotated with an (*) asterisk are not included in their specific MSR schedule as those services will be included in the scheduled FY 2025/26 Countywide Water/Wastewater MSR. Three Water/Wastewater special districts annotated with a (\$) dollar sign have San Bernardino County as the Principal LAFCO and will be reviewed only for service within Riverside County.

NOTE- CSA's identified by a (#) hashtag are not appearing on the County Economic Development Agency's (EDA's) 2023-24 Charge List as those CSAs no longer collect assessment revenue. CSA's identified by a "zero" SOI indicates recommended dissolution as they no longer provide services. CSAs identified with an asterisk (^) indicates that the CSA was authorized to provide the specified, however that particular service is not being performed. EDA has been requested on numerous occasions to bring in an application to dissolve all CSA's no longer providing services since they still exist per Riverside LAFCO and/or County records. LAFCO staff met with EDA in the fall of 2021 to address these issues but nothing has been done by EDA to clear up the discrepancies.

<u>Agency</u>	<u>Current MSR</u>	<u>Current SOI</u>	<u>Proposed MSR/SOI</u>	<u>Status</u>	<u>Proposed Staff/Consultant</u>
<u>CITIES</u>			SOI as needed		Plan for Consultant for MSRs, Staff for SOI reviews
Banning *	FY 22/23	FY 22/23	FY 27/28		TBD
Beaumont *	FY 22/23	FY 22/23	FY 27/28		TBD
Blythe *	FY 22/23	FY 22/23	FY 27/28		TBD
Calimesa	FY 22/23	FY 22/23	FY 27/28		TBD
Canyon Lake	FY 22/23	FY 22/23	FY 27/28		TBD
Cathedral City	FY 22/23	FY 22/23	FY 27/28		TBD
Coachella *	FY 22/23	FY 23/24	FY 27/28		TBD
Corona *	FY 22/23	FY 22/23	FY 27/28		TBD
Desert Hot Springs	FY 22/23	FY 22/23	FY 27/28		TBD
Eastvale	FY 22/23	FY 22/23	FY 27/28		TBD
Hemet *	FY 22/23	FY 22/23	FY 27/28		TBD
Indian Wells	FY 22/23	FY 22/23	FY 27/28		TBD
Indio *	FY 22/23	FY 22/23	FY 27/28		TBD
Jurupa Valley	FY 22/23	FY 22/23	FY 27/28		TBD
La Quinta	FY 22/23	FY 22/23	FY 27/28		TBD
Lake Elsinore	FY 22/23	FY 22/23	FY 27/28		TBD
Menifee	FY 22/23	FY 22/23	FY 27/28		TBD
Moreno Valley	FY 22/23	FY 22/23	FY 27/28		TBD

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Agency	Current MSR	Current SOI	Proposed MSR/SOI	Status	Proposed Staff/Consultant
Murrieta	FY 22/23	FY 22/23	FY 27/28		TBD
Norco *	FY 22/23	FY 22/23	FY 27/28		TBD
Palm Desert	FY 22/23	FY 22/23	FY 27/28		TBD
Palm Springs *	FY 22/23	FY 22/23	FY 27/28		TBD
Perris *	FY 22/23	FY 22/23	FY 27/28		TBD
Rancho Mirage	FY 22/23	FY 22/23	FY 27/28		TBD
Riverside *	FY 22/23	FY 22/23	FY 27/28		TBD
San Jacinto *	FY 22/23	FY 22/23	FY 27/28		TBD
Temecula	FY 22/23	FY 22/23	FY 27/28		TBD
Wildomar	FY 22/23	FY 22/23	FY 27/28		TBD
<u>SPECIAL DISTRICTS</u>					
<i>Cemetery Districts</i>					
Coachella Valley Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Elsinore Valley Cemetery District	N/A	FY 18/19	FY 24/25	In Progress	Staff
Murrieta Valley Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Palm Springs Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Palo Verde Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Perris Valley Cemetery District	N/A	FY 18/19	FY 24/25	In Progress	Staff
San Jacinto Valley Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Summit Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Temecula Cemetery District	N/A	FY 04/05	FY 24/25	In Progress	Staff
Wildomar Cemetery District (subsidiary)	N/A	FY 18/19	FY 24/25	In Progress	Staff
<i>Citrus Pest Control Districts</i>					
Citrus Pest Control District No. 2	N/A	FY 04/05	FY 24/25	In Progress	Staff
<i>Community Services Districts</i>					
De Luz CSD	FY 21/22	FY 21/22	FY 26/27		Staff
Edgemont CSD*	FY 21/22	FY 21/22	FY 26/27		Staff
Jurupa CSD*	FY 21/22	FY 21/22	FY 26/27		Staff
Rubidoux CSD*	FY 21/22	FY 21/22	FY 26/27		Staff
Southern Coachella Valley CSD	FY 21/22	FY 21/22	FY 26/27		Staff
Tenaja CSD	FY 21/22	FY 21/22	FY 26/27		Staff

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Agency	Current MSR	Current SOI	Proposed MSR/SOI	Status	Proposed Staff/Consultant
Health Care Districts					
Desert Healthcare District	FY20/21	FY 20/21	FY 25/26		Consultant
Palo Verde Healthcare District	FY20/21	FY 20/21	FY 25/26		Consultant
San Gorgonio Healthcare District	FY20/21	FY 20/21	FY 25/26		Consultant
Fire Protection Districts					
Idyllwild Fire Protection District	FY 22/23	FY 22/23	FY 27/28		Staff
Library Districts					
Banning Library District	FY 22/23	FY 22/23	FY 27/28		Staff
Beaumont Library District	FY 22/23	FY 22/23	FY 27/28		Staff
Palo Verde Valley District Library	FY 22/23	FY 22/23	FY 27/28		Staff
Mosquito & Vector Control Districts					
Coachella Valley Mosquito & Vector Control District	FY 22/23	FY 22/23	FY 27/28		Staff
Northwest Mosquito & Vector Control District	FY 22/23	FY 22/23	FY 27/28		Staff
Resource Conservation Districts					
Coachella Valley Resource Conservation District	N/A	FY 04/05	FY 24/25		Staff
Palo Verde Resource Conservation District	N/A	FY 04/05	FY 24/25		Staff
Riverside-Corona Resource Conservation District	N/A	FY 04/05	FY 24/25		Staff
San Jacinto Basin Resource Conservation District	N/A	FY 04/05	FY 24/25		Staff
Temecula-Elsinore-Anza-Murrieta Resource Conservation District	N/A	FY 04/05	FY 24/25		Staff
Recreation & Parks Districts					
Beaumont-Cherry Valley Recreation & Park District	FY 22/23	FY 22/23	FY 27/28		Staff
Desert Recreation District	FY 22/23	FY 22/23	FY 27/28		Staff
Jurupa Area Rec & Park District	FY 22/23	FY 22/23	FY 27/28		Staff
Valley-Wide Rec & Park District	FY 22/23	FY 22/23	FY 27/28		Staff

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Agency	Current MSR	Current SOI	Proposed MSR/SOI	Status	Proposed Staff/Consultant
<i>Sanitary Districts</i>					
Home Gardens Sanitary District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Valley Sanitary District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
<i>Irrigation Districts</i>					
Beaumont-Cherry Valley Water District (Irrigation)	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Palo Verde Irrigation District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Imperial Irrigation District (Electricity Only)	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
					Staff/Consultant
<i>California Water Districts</i>					Staff/Consultant
Fern Valley Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
High Valleys Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Rancho California Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Temescal Valley Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
<i>County Water Districts</i>					
Cabazon County Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Chiriaco Summit (County) Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Coachella Valley Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Home Gardens County Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Idyllwild Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Mission Springs Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Pine Cove Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Pinyon Pines County Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
West Valley Water District \$	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Yucaipa Valley Water District \$	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
<i>Municipal Water Districts</i>					
Eastern Municipal Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Elsinore Valley Municipal Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Lake Hemet Municipal Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
San Bernardino Valley Municipal Water District \$	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Agency	Current MSR	Current SOI	Proposed MSR/SOI	Status	Proposed Staff/Consultant
Western Municipal Water District	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Water Agencies					
Desert Water Agency	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
San Geronio Pass Water Agency	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
Metropolitan Water Districts					
MWD of Southern California	FY 18/19	FY 19/20	FY 25/26		Staff/Consultant
County Service Areas (Multiple – 49 CSAs)					
1 - Lighting	None	None			Staff
13 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
15 - # Lighting (designated SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
21 - # Lighting (“zero” SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
22 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
27 - Lighting	FY 06/07	FY 07/08	FY 24/25		Staff
30 - # Lighting (“zero” SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
36 - Lighting, Park & Recreation	FY 07/08	FY 07/08	FY 24/25		Staff
38 - # Fire (coterminous SOI)	FY 07/08	FY 07/08	FY 24/25		Staff
43 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
47 - # Lighting (designated SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
51 - Lighting, Water, Sewer	FY 07/08	FY 07/08	FY 24/25		Staff
52 - # Lighting (“zero” SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
59 - Lighting (“zero” SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
62 - Lighting, Water, (^) Park & Recreation, Sewer	FY 07/08	FY 07/08	FY 24/25		Staff
69 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
70 - # Lighting (“zero” SOI)	FY 06/07	FY 07/08	FY 24/25		Staff
80 - # Lighting (coterminous SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
84 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
85 - Lighting, Park & Recreation	FY 06/07	FY 06/07	FY 24/25		Staff
87 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
89 - Lighting (“zero” SOI)	FY 06/07	FY 07/08	FY 24/25		Staff
91 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
93 - # Recreation & Park (“zero” SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
94 - Lighting (“zero” SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
97 - Lighting, (^) Park & Recreation	FY 04/05	FY 06/07	FY 24/25		Staff

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Agency	Current MSR	Current SOI	Proposed MSR/SOI	Status	Proposed Staff/Consultant
103 - Lighting	FY 06/07	FY 06/07	FY 24/25		Staff
104 - Roads, (^) Fire Protection	FY 06/07	FY 07/08	FY 24/25		Staff
105 - Roads, (^) Park & Recreation	FY 06/07	FY 07/08	FY 24/25		Staff
108 - Roads	FY 06/07	FY 06/07	FY 24/25		Staff
113 - Lighting, Roads	FY 04/05	FY 06/07	FY 24/25		Staff
115 - Lighting, (^) Roads	FY 06/07	FY 07/08	FY 24/25		Staff
117 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
121 - Lighting, Drainage Basin	FY 04/05	FY 06/07	FY 24/25		Staff
122 - Lighting, Water	FY 07/08	FY 07/08	FY 24/25		Staff
124 - Roads	FY 04/05	FY 06/07	FY 24/25		Staff
125 - # Lighting ("zero" SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
126 - Park & Recreation, Landscaping, Sheriff, (^) Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
128 - Roads	FY 04/05	FY 06/07	FY 24/25		Staff
132 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
134 - Lighting, Landscaping, Park & Recreation	FY 04/05	FY 05/06	FY 24/25		Staff
135 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
139 - # Lighting ("zero" SOI)	FY 06/07	FY 06/07	FY 24/25		Staff
142 - Lighting	FY 04/05	FY 06/07	FY 24/25		Staff
143 - Lighting, Landscaping, Park & Recreation	FY 06/07	FY 06/07	FY 24/25		Staff
146 - Lighting	FY 06/07	FY 07/08	FY 24/25		Staff
148 - # Lighting, Roads ("zero" SOI)	FY 04/05	FY 06/07	FY 24/25		Staff
149 - Roads	FY 06/07	FY 06/07	FY 24/25		Staff
152 - NPDES, Drainage Basin (Countywide)	FY 04/05	FY 07/08	FY 24/25		Staff

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (4): Mapping- Cities and Special Districts

It was determined during the last Strategic Plan process that various agency boundary maps utilized by the agencies themselves, County departments, and the state, were inconsistent with each other, and in many cases, incorrect. This was discovered during the completed water/wastewater special districts MSR's, and review of one of the healthcare district's map. It was noted that accurate maps are critical, and reconciliation of the inconsistent maps was necessary. GIS databases, shape files and maps needed to be developed from scratch due to the inconsistencies. This effort required significant effort to collect data from county agencies, along with special districts, comparing data of current boundaries and their respective SOI's and then reconciling with Riverside LAFCO's records of past recorded reorganizations and SOI updates. The process of reconciling all maps has been completed with the exception of the County Service Areas (CSAs), which is ongoing and an arduous process due to the amount of CSAs..

The goal of this Strategic Objective is to update maps on an ongoing basis that require changes as a result of annexations or detachments and SOI revisions for all maps for cities and special districts. These maps will require updating as needed when reorganizations are adjudicated, and SOIs are revised. This will be an ongoing process going forward to ensure that all maps remain current. Staff has established boundary and SOI shapefiles for current boundaries and SOI's for all cities and special districts. During an agency's MSR/SOI cycle, and/or a completed boundary change, map revisions will be performed and updated PDF copies of maps provided to the agencies. These maps and GIS shape files will be considered the maps of record for purposes of Riverside LAFCO use only.

Plan of Action-

- 1) Develop updated maps and associated GIS shape files for each agency depicting "official" boundaries and SOIs to be maintained by Riverside LAFCO on an ongoing basis as a result of re-organizations and/or SOI revisions.
- 2) Update the MOU between the Registrar of Voters and Riverside LAFCO for processing registered voter mailing labels and ensuring Registrar of Voters maps reflect Riverside LAFCO maps of record.
- 3) Provide updated PDF copies of maps to each relevant agency, and on the Riverside LAFCO website when updates occur due to annexations and/or SOI revisions.
- 4) Develop a plan of action, including timeframes for completing mapping updates as they are adjudicated.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (5): Riverside LAFCO Policies Review

Riverside LAFCO operates under various administrative and operational policies that have been developed and implemented over the years. Policies utilized comprise both Riverside LAFCO developed policies, and County policies/directives (generally related to administrative activities). The most recent comprehensive review was performed in the FY 20/21 and FY 21/22 time frames. This Strategic Objective is intended to provide a new review of all current policies, develop recommended changes to existing policies, and develop new policies where it is determined that a policy for a certain situational need is warranted. Riverside LAFCO has flexibility in revising its own policies. However, it is understood Riverside LAFCO can only make recommendations to any County policy with no guarantee that a policy change would be implemented by the County.

Policy review and/or development for operational activities as related to adjudication of proposals and other Riverside LAFCO authorized functions are guided by the various statutes as outlined in the Cortese-Knox-Hertzberg Act of 2000. All other policies are guided by previously adopted policies and lessons learned from utilization of the policies.

Policies that are recommended for updating, or recommended new policies, will be brought forward to the Administrative Review Committee first, and then the Commission for appropriate action as determined by the Commission.

Plan of Action-

- 1) Verify list of all policies currently in place.
- 2) Develop schedule for review, updates, and new policies/directives.
- 3) Review all policies and determine recommended revisions or new policies.
- 4) Schedule policy updates and new policies for Commission actions.

The following page identifies all policies/directives currently in place. Additionally, a tentative schedule is provided for review of the policies/directives and actions to be taken if necessary. Any proposed new policies/directives will be added to the schedule when identified.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Current Policies/Directives

Policy Number	Policy	County or LAFCO	Review initiated	Review/ Revision Completed	Commission Adoption Completed
	<u>Administrative</u>				
A-1	Rules and Procedures of LAFCO	LAFCO	FY 24/25		
A-2	Investment Policy	County & LAFCO	FY 24/25		
A-3	Purchasing Policies and Procedures	LAFCO	FY 24/25		
A-4	Travel & Per Diem Reimbursement Policy	County & LAFCO	FY 24/25		
A-5	Credit Card Policy	LAFCO	FY 24/25		
A-6	Leave Buydown Policy	LAFCO	FY 24/25		
A-7	Records Retention Policy	LAFCO	FY 24/25		
A-8	Telecommuting Policy	LAFCO	FY 24/25		
A-9	General Reserve Policy	LAFCO	FY 24/25		
A-10	Capital Assets Management & Reserve Policy	LAFCO	FY 24/25		
A-11	Compensated Absences Liability Reserve Policy	LAFCO	FY 24/25		
A-12	Pension/OPEB Unfunded Liability Reserve Polic	LAFCO	FY 24/25		
A-13	Conflict of Interest Code	LAFCO	FY 24/25		
TBD	Special District Commissioner Election Policy (New) Previously adopted. Will be added to the Policy Manual	LAFCO & SDARC	FY 24/25		
TBD	Staff Salary Schedule Study (New) Commission previously authorized every 3 years. Will be added as a new policy to the Policy Manual	LAFCO	FY 24/25		
	<u>Operational</u>				
B-1	LAFCO Policies & Procedures	LAFCO	FY 24/25		
B-2	Disadvantaged Unincorporated Communities Policy	LAFCO	FY 24/25		
B-3	Waiver of Protest Proceedings Policy	LAFCO	FY 24/25		

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

<u>Policy Number</u>	<u>Policy</u>	<u>County or LAFCO</u>	<u>Review initiated</u>	<u>Review/ Revision Completed</u>	<u>Commission Adoption Completed</u>
TBD	Extra-Territorial Agreements Policy (New) Await CALAFCO Legislative Committee Action on proposed legislation for 56133 exemptions	LAFCO	FY 24/25	In Progress	

NOTE: All policies completed have been consolidated into one Policy Manual with initial adoption the Commission on January 27, 2022. Revisions to several individual policies have been adopted over time. Additional policies under review or development will be added as they are ready for adoption.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

Strategic Objective (6): Pension & OPEB Unfunded Liabilities

Unfunded Pension and Other Post-Employment Benefits (OPEB) liabilities have come into greater focus in recent years with many public agencies experiencing significant accrued liabilities for existing and future retirees. The Government Accounting Standards Board (GASB) has implemented two reporting requirements for accounting for these liabilities in each public agency's audited annual financial statements- GASB Statement No. 68 for Pension liabilities and GASB Statement No. 75 for OPEB liabilities, in an effort to allow focus to be placed on these liabilities.

Riverside LAFCO employees are part of the County's CALPERS Pension plan and the County Benefits plan. This was implemented long ago when Riverside LAFCO was established and has continued since. However, since Riverside LAFCO is actually an independent agency, employees are technically considered separate from County employees. As such, Riverside LAFCO's unfunded liabilities for Pension and OPEB are established based on a pro-rated share of the County overall liabilities. The current policy of working to and maintaining an 80% funding ratio was reached with the County, LAFCO staff and the LAFCO Auditors with agreed upon methodology for projecting LAFCO's share each fiscal year.

The goal of this Strategic Objective is to continue the plan to mitigate Riverside LAFCO's existing and future liabilities in the most efficient and cost-effective manner. It should be noted that any the reserve allocation plan for this policy objective will entail annual budget allocations for this purpose that will affect the cost allocations to the various agencies that primarily fund Riverside LAFCO's annual budget. The current Riverside LAFCO liabilities based on the audited financial statements for fiscal year ending June 30, 2023 are:

Pension- \$1,283,749

OPEB- \$39,402

(Updated each as of FY ending June 30, 2023)

Plan of Action-

- 1) Determine new future unfunded liability over five years for each category.
- 2) Revise and implement the five-year plan for annual budget allocations to the reserves for each unfunded liability with the goal to maintain a combined overall 80% reserve ratio per current Commission policy.

The following table identifies a tentative schedule for review of the pro-ration process, development of a revised payment plan, and a schedule to bring forward to the Commission.

Riverside LAFCO
Five-Year Strategic Plan
FY 2024/25 – FY 2028/29

<u>Unfunded Liability</u>	<u>Review Completion</u>	<u>Payment Plan Completion</u>	<u>Commission Action</u>
<u>CALPERS (County) Pension</u>	Dec- 2024	Dec 2024	Jan 2025
<u>OPEB (County)</u>	Dec- 2024	Dec 2024	Jan 2025

Note- Schedule above reflects receiving the FY 23/24 unfunded liability data during the annual audit cycle. With one more year remaining in the current five-year cycle, this schedule anticipates that any future payment plan brought forward in FY 24/25 will be implemented in the FY 25/26 budget cycle if the Commission authorizes implementation of a continuing payment plan.