



LAFCO

Alameda Local Agency Formation Commission

NOTICE OF REGULAR MEETING AND AGENDA

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

THURSDAY, MARCH 12, 2026

2:00 P.M.

Ralph Johnson, Chair — John Marchand, Vice Chair — Nate Miley — David Haubert — Jack Balch — Mariellen Faria — Sblend Sblendorio
Lena Tam, Alternate — Sherry Hu, Alternate — Peter Rosen, Alternate — Bob Woerner, Alternate

In Person:

Council Chamber
Dublin City Hall
100 Civic Plaza
Dublin, CA 94568

Or from the following remote locations:

- Heritage House, 4501 Pleasanton Avenue, Pleasanton, CA 94566
- 1221 Oak Street, Suite 536, 5th Floor, Oakland, CA 94612

Via Video-Teleconference Participation:

<https://us02web.zoom.us/j/82983511571?pwd=bi8xWkVsU2QxYjB3bzE2S2lubnN2Zz09>

Meeting ID: 829 8351 1571

Password (if prompted): lafco or 140331

(669)-900-9128

Remote participation by e-mail is also welcomed by sending comments to LAFCO staff at rachel.jones@acgov.org. All e-mails received before 4:00 P.M. one business day before the meeting will be forwarded to the Commission and posted online. These comments will also be referenced at the meeting.

If you need assistance before the meeting, please contact Executive Officer, Rachel Jones at: rachel.jones@acgov.org

1. **2:00 P.M. – Call to Order and Pledge of Allegiance**
2. **Roll Call**

3. **Public Comment:** Anyone from the audience may address the Commission on any matter not listed on the agenda and within the jurisdiction of Alameda LAFCO. The Commission cannot act upon matters not appearing on the agenda. *Speakers are limited to three (3) minutes.*

4. **Consent Items:**

- a. Approval of Meeting Minutes: February 4, 2026 Special Meeting
- b. LAFCO Recorded Payments for February 2026
- c. Quarterly Budget Report for FY 2025-2026
- d. Proposed Amendments to Commissioner Stipend Policy and Bylaws

5. **LAFCO Report on Water Agencies and Resiliency – (Business)**

The Alameda Local Agency Formation Commission (LAFCO) will consider approval of a consultant report titled “Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse.” The report examines regional opportunities for collaboration among Alameda County water and wastewater agencies to address emerging challenges related to climate change, regulatory requirements, infrastructure investment, and long-term water reliability. The study evaluates existing conditions, summarizes feedback from agency managers, and provides recommendations to facilitate dialogue among agencies regarding long-term water resilience strategies.

LAFCO Staff Recommendation: Approve the report and authorize staff to distribute the report to Alameda County water, wastewater, and stormwater agencies and utilize the findings to support future regional coordination and planning efforts.

6. **Establish Ad Hoc Public Member Selection Committee– (Business)**

The Alameda Local Agency Formation Commission (LAFCO) will consider directing the Chair to establish an Ad Hoc Selection Committee for its Public Member Seat set to expire in May 2026.

LAFCO Staff Recommendation: Direct LAFCO Chair to establish Ad Hoc Selection Committee in step with the Public Member Selection Procedures.

7. **Draft Operating Budget and Work Plan for FY 2026-2027 – (Public Hearing)**

The Alameda Local Agency Formation Commission (LAFCO) will consider adopting a draft budget and work plan for fiscal year 2026-2027 in anticipation of taking final action at its next regular meeting. Proposed budget expenses total \$938,142, representing an increase of \$27,287, or 3.0% from the current fiscal year. Proposed budget revenues are matched to expenses with an increase in agency contributions by \$22,287, or 3.9%, in step with a fund balance offset of \$300,000, applied in the same manner as the previous fiscal year with a \$5,000 increase in total amount.

LAFCO Staff Recommendation: Adoption will precede a formal public review and comment period and conclude with final action taken at the next regular meeting scheduled for May 14, 2026.

8. **Matters Initiated by Members of the Commission**

9. **Executive Officer’s Report**

10. **Informational Items**
 - a. Current and Pending Proposals
 - b. Progress Report on Work Plan
 - c. CALAFCO Governance Update
 - d. CALAFCO Staff Workshop, May 6-8th in Pismo Beach, California
 - e. Form 700: Due April 1
 - f. Commissioners with terms ending May 2026:
 1. Sblend Sblendorio
 2. Lena Tam

11. **CLOSED SESSION – CONFERENCE WITH LABOR NEGOTIATORS**
Public Employee Performance Evaluation
Agency Negotiator: Chair Ralph Johnson
Title: Executive Officer
Unrepresented Employee: Executive Officer

12. **Adjournment of Regular Meeting**

Next Meetings of the Commission

Policy and Budget Committee Meeting

Thursday, April 2, 2026 at 2:00 p.m., Shannon Center Classroom, 11600 Shannon Avenue, Dublin, CA 94568

Regular Meeting

Thursday, May 14, 2026 at 2:00 p.m., Dublin City Hall, Council Chamber

DISCLOSURE OF BUSINESS OR CAMPAIGN CONTRIBUTIONS TO COMMISSIONERS

Government Code Section 84308 requires that a Commissioner (regular or alternate) disqualify herself or himself and not participate in a proceeding involving an "entitlement for use" application if, within the last twelve months, the Commissioner has received **\$250 or more in business or campaign contributions from an applicant, an agent of an applicant, or any financially interested person who actively supports or opposes a decision on the matter.** A LAFCo decision approving a proposal (e.g., for an annexation) will often be an "entitlement for use" within the meaning of Section 84308. Sphere of Influence determinations are exempt under Government Code Section 84308.

If you are an applicant or an agent of an applicant on such a matter to be heard by the Commission and if you have made business or campaign contributions totaling \$250 or more to any Commissioner in the past twelve months, Section 84308(d) requires that you disclose that fact for the official record of the proceeding. The disclosure of any such contribution (including the amount of the contribution and the name of the recipient Commissioner) must be made either: 1) In writing and delivered to the Secretary of the Commission prior to the hearing on the matter, or 2) By oral declaration made at the time the hearing on the matter is opened. Contribution disclosure forms are available at the meeting for anyone who prefers to disclose contributions in writing.

Pursuant to GC Section 84308, if you wish to participate in the above proceedings, you or your agent are prohibited from making a campaign contribution of \$250 or more to any Commissioner. This prohibition begins on the date you begin to actively support or oppose an application before LAFCO and continues until 3 months after a final decision is rendered by LAFCO. If you or your agent have made a contribution of \$250 or more to any Commissioner during the 12 months preceding the decision, in the proceeding that Commissioner must disqualify himself or herself from the decision. However, disqualification is not required if the Commissioner returns that campaign contribution within 30 days of learning both about the contribution and the fact that you are a participant in the proceedings. Separately, any person with a disability under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet for a meeting upon request. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting. Please contact the LAFCO office at least three (3) working days prior to the meeting for any requested arrangements or accommodations.

Alameda LAFCO Administrative Office
224 West Winton Avenue, Suite 110
Hayward, CA 94544
T: 510.670.6267
W: alamedalafco.org



TO: Alameda Commissioners
FROM: April L. Raffel, Commission Clerk
SUBJECT: February 4th Special Meeting Minutes

The Alameda Local Agency Formation Commission (LAFCO) will consider draft minutes prepared for the special meeting held on February 4th, 2026. The minutes are in action-form and being presented for formal Commission approval.

Background

The Ralph M. Brown Act was enacted by the State Legislature in 1953 and – among other items – requires public agencies to maintain written minutes for qualifying meetings.

Discussion

This item is for Alameda LAFCO to consider approving action minutes for the February 4, 2026, special meeting. The attendance record for the meeting is as follows.

- All regular Commissioners were present except Jack Balch (City Member)
- All alternate Commissioners were present except Lena Tam (County of Alameda)

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Approve the draft minutes prepared for Alameda LAFCO’s February 4, 2026, special meeting. (Attachment 1) with any desired corrections or clarifications.

Alternative Two:

Continue consideration of the report to a future meeting and provide directions to staff as needed.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

Respectfully,



April L. Raffel
Commission Clerk

Attachments:

1. Draft Meeting Minutes for February 4, 2026, Special Meeting

SUMMARY ACTION MINUTES
ALAMEDA LOCAL AGENCY FORMATION COMMISSION
February 4, 2026, Special Meeting
City of Dublin Council Chambers, 100 Civic Drive, Dublin, CA

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

2. ROLL CALL

The special meeting was called to order at 2:00 p.m. by Chair Johnson.
The Commission Clerk performed the roll call with the following attendance recorded.

Regulars Present: Mariellen Faria, Eden Township Healthcare District*
David Haubert, County of Alameda*
Ralph Johnson, Castro Valley Sanitary District (Chair)
John Marchand, City of Livermore (Vice Chair)
Nathan Miley, County of Alameda (arrived at 2:15 p.m.) *
Sblend Sblendorio, Public Member

Alternates Present: Sherry Hu, City of Dublin (Item 7 Voting)
Peter Rosen, Hayward Area Recreation and Park District
Bob Woerner, Public Member

Members Absent: Jack Balch, City of Pleasanton
Lena Tam, County of Alameda (alternate)

*Attended by videoconference.

Due to health-related reasons, Commissioner Faria participated remotely under the Brown Act as amended by SB361 (Government Code § 54953(e)).

The Commission Clerk confirmed that a quorum was present with five voting members. Also present at the meeting were Executive Officer Rachel Jones, Commission Counsel Matthew Summers, and Commission Clerk April Raffel.

3. PUBLIC COMMENT:

Chair Johnson invited public comments on any matter not listed on the agenda and within the jurisdiction of the Commission. No public comments were received

4. CONSENT ITEMS

Item 4a

Approval of Meeting Minutes for November 13, 2025, Regular Meeting

The item presented to approve the draft action minutes prepared for the Commission's regular meeting on November 13, 2025. Recommendation to approve.

Item 4b

Approval of Meeting Minutes for December 17, 2025, Special Meeting

The item presented to approve the draft action minutes prepared for the Commission’s special meeting on December 17, 2025. Recommendation to approve.

Item 4c

Approval of the LAFCO Recorded Payments for January 2026

The item presented to approve the LAFCO Recorded Payments for January 2026. Recommendation to approve.

Item 4d

Approval of the Quarterly Budget Report for FY 2025-2026

The item presented to approve the Quarterly Budget Report for FY 2025-2026. Recommendation to approve.

Item 4e

Approval of the Contract Agreement with ACRCO for SALC Planning Grant

The item presented to approve the Contract Agreement with ACRCO for SALC Planning Grant. Recommendation to approve.

Item 4f

Approval of the Contract Agreement with DNI, Inc, for IT Support Services

The item presented to approve the Contract Agreement with DNI, Inc, for IT Support Services. Recommendation to approve.

Chair Johnson asked if the Commissioners would like to pull any consent items for discussion.

Commissioner Marchand made a motion, seconded by Commissioner Sblendorio, to approve the consent calendar. A roll call vote was requested.

AYES: Faria, Haubert, Johnson, Marchand, and Sblendorio
NOES: None
ABSENT: Balch and Miley
ABSTAIN: None

The motion was approved 5-0.

5. PROPOSED ANNEXATION OF MERRITT PROPERTY TO CITY OF PLEASANTON - (Business)

Executive Officer Jones reported that the Commission considered a change of organization proposal filed by the City of Pleasanton to annex four unincorporated parcels totaling 46.4 acres for development of a residential subdivision, including an age-qualified community consisting of 92 single-family homes and 18 affordable senior duplexes. The purpose of the proposal was to provide municipal services to the affected territory consistent with the proposed development and surrounding area. The affected territory was located within the City of Pleasanton’s sphere of influence. The subject parcels were identified by the County of Alameda Assessor’s Office as Assessor Parcel Numbers (APNs) 941-950-3-1, 941-950-3-3, 940-950-3-11, and 941-950-3-12.

Recommended approval of the proposed reorganization, subject to standard LAFCO terms and conditions.

Chair Johnson invited public comments. There was one public comment to address the Commission from the following person:

- James Summers, Managing Member, Foothill Boulevard Holding Company, LLC

Chair Johnson invited a Commission discussion. Commission discussion continued.

Commissioner Marchand made a motion, seconded by Commissioner Sblendorio, to approve the proposed annexation of the Merritt Property to the City of Pleasanton. A roll call was requested:

AYES: Faria, Haubert, Johnson, Marchand, and Sblendorio
NOES: None
ABSENT: Balch and Miley
ABSTAIN: None

The motion was approved 5-0.

6. INTERIM CONTINUATION OF ACERA PARTICIPATION AND RETIREMENT SYSTEM REVIEW – (Business)

Executive Officer Jones reported that, as part of Alameda Local Agency Formation Commission’s transition to full administrative and fiscal independence effective January 1, 2026, the Commission needed to determine how employee retirement benefits would be administered during the initial transition period. Staff recommended that Alameda Local Agency Formation Commission continue participating in the Alameda County Employees’ Retirement Association (ACERA) for an interim period of one year, with a formal review conducted at the six-month mark. This approach reduced transition risk, preserved employee reciprocity, and allowed the Commission to evaluate long-term retirement options based on operational experience as an independent employer. Recommended approval.

Chair Johnson invited public comments. There were none.

Chair Johnson invited a Commission discussion. Commission discussion continued.

Commissioner Marchand made a motion, seconded by Commissioner Sblendorio, to approve continued participation in ACERA for a one-year interim period, with a six-month review. A roll call vote was requested.

AYES: Faria, Haubert, Johnson, Marchand, and Sblendorio
NOES: None
ABSENT: Balch
ABSTAIN: Miley

The motion was approved 5-0.

7. APPROVAL OF OFFICE LICENSE AGREEMENT AND MOU WITH THE COUNTY OF ALAMEDA – (Business)

Executive Officer Jones reported that the Commission was asked to approve (1) a License Agreement with the County of Alameda, acting through the General Services Agency (GSA), for continued use of office space at 224 West Winton Avenue, Hayward, and (2) an updated Memorandum of Understanding (MOU) between Alameda LAFCO and the County of Alameda governing the provision of limited services. Together, the agreement secured Alameda LAFCO’s principal place of business and defined the scope of remaining County support as the agency transitioned to full administrative and fiscal independence effective January 1, 2026.

Recommended approval.

Chair Johnson invited public comments. There were none.

Chair Johnson invited a Commission discussion. Commission discussion continued.

Commissioner Marchand made a motion, seconded by Commissioner Hu, to approve the Office License Agreement and Memorandum of Understanding (MOU) with the County of Alameda. A roll call vote was requested.

AYES: Faria, Haubert, Hu (Voting for Balch), Johnson, Marchand, Miley, and Sblendorio
NOES: None
ABSENT: Balch
ABSTAIN: None

The motion was approved 7-0.

8. MATTERS INITIATED BY MEMBERS OF THE COMMISSION

- None

9. EXECUTIVE OFFICER REPORT

- None

10. INFORMATIONAL ITEMS

- a. Current and Pending Proposals
- b. Progress Report on 2024-2025 Work Plan
- c. Form 700: Due April 1
- d. Commissioners with terms ending May 2026
 - 1. Sblend Sblendorio
 - 2. Lena Tam

11. ADJOURNMENT OF REGULAR MEETING

Chair Johnson adjourned the meeting at 2:25 p.m.

Next Meetings of the Commission

Policy and Budget Committee Meeting

Thursday, April 2, 2026, at 2:00 p.m., Dublin City Hall, Bray Community Room

Regular Meeting

Thursday, March 12, 2026, at 2:00 p.m., Dublin City Hall, Council Chambers

I hereby attest the minutes above accurately reflect the Commission's deliberations at its February 4, 2026, special meeting.

ATTEST,



April L. Raffel
Commission Clerk

DRAFT



TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: LAFCO Recorded Payments for February 2026

The Alameda Local Agency Formation Commission (LAFCO) will receive a financial report detailing vendor payments for February 2026. The report reflects total expenditures of \$23,455, all of which were authorized by the Commission and are consistent with the adopted budget. Staff recommends that the Commission ratify these payments, with the option to pull the item for discussion upon request.

Background

Alameda LAFCO’s Financial and Accounting Policies assign the Executive Officer responsibility for maintaining appropriate accounting controls over all Commission financial transactions. In accordance with these policies, the Executive Officer reports recorded payments to the Commission for review at each regular meeting.

Discussion

Expenses recorded for February 2026 of vendor payments total \$23,455 as shown in Attachment 1.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Ratify the recorded payments for February 2026 as shown in Attachment 1.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction to staff for additional information as needed.

Alternative Three:

Take no action.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. Alameda LAFCO Transaction Details for February 2026

Alameda Local Agency Formation Commission

Transaction List by Date

January 29 - February 28, 2026

DATE	TRANSACTION TYPE	NUM	POSTING	NAME	MEMO/DESCRIPTION	ACCOUNT	SPLIT	AMOUNT
02/04/2026	Check	10025	Yes	April Raffel		Fremont Bank Checking	6-4200 Education/Travel:Mileage/Travel	-51.63
02/09/2026	Check	10026	Yes	Mariellen Faria		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10027	Yes	David Haubert		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10028	Yes	Sherry Hu		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10029	Yes	Ralph Johnson		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10030	Yes	John Paul Marchand		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10031	Yes	Sblend Sblendorio		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10032	Yes	Robert L. Woerner		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10033	Yes	Peter Rosen		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/09/2026	Check	10034	Yes	Nathan A. Miley		Fremont Bank Checking	6-4100 Education/Travel:Per Diems	-125.00
02/11/2026	Check	10035	Yes	Colantuono, Highsmith & Whatley, PC		Fremont Bank Checking	6-2200 Outside Services:Legal Services	-2,212.50
02/11/2026	Check	10036	Yes	Colantuono, Highsmith & Whatley, PC		Fremont Bank Checking	6-2200 Outside Services:Legal Services	-300.00
02/11/2026	Check	10037	Yes	GRM		Fremont Bank Checking	6-3400 Administrative Expenses:Records Retention	-29.82
02/11/2026	Check	10038	Yes	Edgewood Partners Inc		Fremont Bank Checking	6-2800 Outside Services:Misc. Services	-
02/27/2026	Check	10039	Yes	Arcadian Tax & Financial Services		Fremont Bank Checking	6-2300 Outside Services:Bookkeeping	-1,570.00
02/27/2026	Check	10040	Yes	Special District Risk Management Authority		Fremont Bank Checking	6-1300 Salaries & Benefits:Other Employee Benefits	-5,665.60
02/27/2026	Check	10041	Yes	Tri-Valley Television		Fremont Bank Checking	6-2800 Outside Services:Misc. Services	-500.32



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

March 12, 2026

Item No. 4c

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Budget Update for Fiscal Year 2025-2026

The Alameda Local Agency Formation Commission (LAFCO) will review a report comparing budgeted to actual transactions through the second quarter of fiscal year 2025-2026. Actual expenses processed through the first seven months totaled \$462,588, an amount representing 50.8% of the budgeted total with more than half of the fiscal year complete. The report is being presented to the Commission to accept, file, and provide direction to staff as needed.

Information

Alameda LAFCO’s adopted budget for 2025-2026 totals \$910,855. This amount represents the total approved operating expenditures for the fiscal year divided between three active expense units: salaries and benefits; services and supplies; and internal services. A matching revenue total was also budgeted to provide a balanced budget and with the purposeful aid of a planned \$295,000 transfer from reserves. Budgeted revenues are divided amongst three active units: intergovernmental contributions, application fees, and investments.

Discussion

This item is for the Commission to receive an updated comparison of (a) budgeted to (b) actual expenses and revenues through the month of January. The report provides the Commission with the opportunity to track expenditure trends accompanied by year-end operating balance projections from the Executive Officer. The report is being presented to the Commission to formally accept, file, and provide related direction to staff as needed.

Budgeted Expenses	Budgeted Revenues	Budgeted Year End Balance
FY 25-26	FY 25-26	FY 25-26
\$910,855	\$910,855	\$0

Summary of Operating Expenses

The Commission’s budgeted operating expense total for 2025-2026 is \$462,588. Actual expenses processed through the first seven months totaled \$462,588, an amount representing 50.8% of the budgeted total with more than half of the fiscal year complete. Actuals through the first seven months and related analysis suggest the Commission is ahead of finishing the fiscal year with a balanced budget. A discussion on budgeted and actual expenses through the first seven months and related year-end projections follow.

Expense Units	Adopted	Actuals	Percent Expended	Remaining Balance
Salaries and Benefits	549,694	301,196	54.8%	248,498
Professional, Admin, Education	361,161	161,391	44.7%	199,770
	\$910,855	\$462,588	50.8%	\$448,268

Staffing Unit

The Commission budgeted \$549,694 in Salaries and Benefits Unit for 2025-2026. Through the first seven months, the Commission’s estimated expenses within the affected accounts totaled \$301,196 or 50.8% of the budgeted amount. It is projected the Commission will finish the fiscal year with actuals equal to the budgeted amount.

Professional, Administrative, and Educational Services

The Commission budgeted \$361,161 in the Professional, Administrative, and Education Unit for 2025-2026 to provide funding for support services and supplies necessary to operate Alameda LAFCO. Through the first seven months, the Commission’s actual expenses within the affected 22 accounts totaled \$161,391, or 44.7% of the budgeted amount.

Summary of Operating Revenues

The Commission budgeted operating revenue total for 2025-2026 at \$910,855. Actual revenues collected through the first seven months totaled \$581,917. This amount represents 63.9% of the budgeted total with more than half of the fiscal year complete. A summary comparison of budgeted to actual operating revenue follows.

Revenue Units	Adopted	Actuals	Percent Expended	Remaining Balance
Agency Contributions	572,855	572,855	100%	0
Application Fees	30,000	4,925	16.4%	25,075
Interest	13,000	4,137	31.8%	8,863
Fund Balance Offset	295,000	0	0%	295,000
	\$910,855	\$581,917	63.9%	\$328,938

Agency Apportionments

The Commission budgeted \$572,855 in the Agency Apportionments Unit for 2025-2026. This total budgeted amount was to be divided into three equal shares at \$190,952 and invoiced among the County of Alameda, 14 cities, and 15 independent special districts as provided under State statute. Alameda LAFCO has received payments from all funding agencies.

Application Fees Unit

The Commission budgeted \$30,000 in the Application Fees Unit for 2025-2026. Through the first seven months, LAFCO has collected \$4,925.

Interest Unit

The Commission budgeted \$13,000 in the Interest Unit for 2025-2026. Through the first seven months, \$4,137 has been collected in this unit by the County Treasurer.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Accept and file the report as presented and provide direction as needed to staff with respect to any related matters for future consideration.

Alternative Two:

Continue consideration of the report to a future meeting and provide direction to staff as needed.

Alternative Three:

Take no action.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. 2025-2026 General Ledger through February 28, 2026

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

Regional Service Planning | Subdivision of the State of California

Expenses		FY 2023-2024		FY 2024-2025		FY 2025-2026			
		Adopted	Actuals	Adopted	Actuals	Adopted	Year-to-Date As of 02.28.26		Difference
Account	Description								
6-1000	Salary and Benefit Costs								
6-1100	Salaries	292,488	258,028	320,565	288,600	353,565	239,608	(113,957)	67.8%
6-1200	Retirement					98,998	38,902	(60,096)	39.3%
6-1300	Other Employee Benefits						-	-	-
6-1400	Payroll Taxes					35,556	4,689	(30,867)	13.2%
6-1500	Payroll Fees					1,875	49	(1,826)	2.6%
6-1600	Group Insurance					58,200	16,950	-	29.1%
6-1700	Unemployment Insurance						-	-	-
6-1800	Workers Comp Insurance					1,500	999	(501)	66.6%
		424,519	387,628	464,819	447,967	549,694	301,196	(248,498)	54.8%
6-2000	Professional Services								
6-2100	Planning Services	5,000	-	5,000	-	5,000	-	-	-
6-2200	Legal Services	20,000	18,252	20,000	-	35,000	12,346	(22,654)	35.3%
6-2300	Bookkeeping	-	-	-	-	15,000	1,570	(13,430)	-
6-2400	SALC Grant Charges	-	-	-	-	-	-	-	-
6-2500	County Services	500	28,874	500	500	500	15,971	15,471	3194.2%
6-2600	Audit Services	10,000	-	10,000	10,000	10,000	10,290	290	102.9%
6-2700	Information Technology	27,000	22,080	28,000	28,000	28,000	12,585	(15,415)	44.9%
6-2800	Consultants	160,000	219,027	200,000	200,000	200,000	60,650	(139,350)	30.3%
6-2900	Communications	-	-	-	-	5,000	1,978	(3,022)	39.6%
6-3000	Administrative Services								
6-3100	Office Supplies	3,000	2,087	3,000	1,000	3,000	630	(2,370)	21.0%
6-3200	Postage	500	-	500	-	500	35	(465)	7.0%
6-3300	Copier	500	-	500	-	500	-	-	-
6-3400	Records Retention	350	178	360	360	375	167	(208)	44.5%
6-3500	Office Lease/Rent	50,550	10,841	50,550	15,500	18,500	12,159	(6,341)	65.7%
6-3600	General Liability	3,300	3,300	3,300	3,300	4,500	5,838	1,338	129.7%
6-3700	Fees/Special Departmental	2,000	297	2,000	2,000	2,000	-	-	-
6-3800	Public Notices	2,500	2,959	3,000	1,500	3,000	520	(2,480)	17.3%
6-3900	Office Equipment	-	-	-	-	-	-	-	-
6-4000	Education and Travel								
6-4100	Commissioner Stipends	9,000	9,265	10,000	10,000	10,000	6,250	(3,750)	62.5%
6-4200	Mileage and Travel	1,300	1,493	2,000	1,000	2,500	2,117	(383)	84.7%
6-4300	Memberships	12,221	12,221	12,509	12,509	14,786	14,786	0	100.0%
6-4400	Training and Workshops	2,500	6,493	2,500	2,500	3,000	500	500	116.7%
		310,221	337,367	353,719	288,169	361,161	161,391	(199,770)	44.7%
Contingencies		50,000				0	0		
EXPENSE TOTALS		784,740	724,995	818,538	736,136	910,855	462,588	(448,268)	50.8%
Revenues									
Revenues		FY 2023-2024		FY 2024-2025		FY 2025-2026			
		Adopted	Actuals	Adopted	Actuals	Adopted	Year-to-Date As of 02.28.26		Difference
Account	Description								
4-1000	Agency Contributions								
4-1100	County of Alameda	160,913	160,913.25	169,513	169,513	190,952	190,952	-	100.0%
4-1200	Cities	160,913	160,913.25	169,513	169,513	190,952	190,952	-	100.0%
4-1300	Special Districts	160,913	160,913.25	169,513	169,513	190,952	190,952	-	100.0%
		482,740	482,740	508,538	508,538	572,855	572,855	0	100.0%
4-2000	Service Charges								
4-2100	Application Fees	30,000	10,650	30,000	10,750	30,000	4,925	(25,075)	16.4%
4-2200	SALC Grant Funds		102,224						
8-1000	Investments								
8-1100	Interest	7,000	50,048	10,000	13,500	13,000	4,137	(8,863)	31.8%
Fund Balance Offset		265,000	265,000	270,000	270,000	295,000	0	(295,000)	0.0%
REVENUE TOTALS		784,740	910,662	818,538	802,788	910,855	581,917	(328,938)	63.9%
OPERATING NET		0	185,667	(0)	66,652	(0)	119,329		
UNRESTRICTED FUND BALANCE			376,975		443,627				
As of June 30th									



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

March 12, 2026

Item No. 4d

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Proposed Amendments to Commissioner Stipend Policy and Bylaws

The Alameda Local Agency Formation Commission (LAFCO) will consider amendments to the Commission’s Commissioner Compensation Policy and related bylaw provisions to clarify the meetings eligible for stipend payments.

Background

The Commission has historically provided stipends to Commissioners for attendance at Commission meetings to recognize the time and effort required to prepare for and participate in Commission activities.

In July 2022, the Commission amended its Commissioner Compensation Policy to increase the stipend amount to \$125 per meeting and expand eligibility to include standing and ad hoc committee meetings, provided those meetings occurred on days separate from Commission meetings.

Since that time, the Commission has periodically evaluated its administrative policies as part of ongoing efforts to maintain transparency, consistency, and fiscal responsibility. As part of this review, staff has identified an opportunity to clarify and streamline the stipend policy.

The proposed amendment would modify the existing policy and bylaws to specify that stipends are limited to attendance at regular and special meetings of the Commission, and that stipends are not provided for committee meetings, including meetings of the Policy and Budget Committee or any ad hoc committees.

Discussion

Under the current policy, Commissioners receive a stipend for attendance at regular or special meetings of the Commission as well as meetings of standing or ad hoc committees, when those meetings occur on a separate day from the Commission meeting.

The proposed amendments would revise the policy and bylaws to limit stipend payments only to attendance at regular Commission meetings. Stipends would no longer be provided for participation in

committee meetings, including the Policy and Budget Committee or any ad hoc committees established by the Commission.

The purpose of this amendment is to clarify the Commission's stipend structure, align compensation with primary Commission meeting responsibilities, and simplify administration of the policy.

Analysis

The proposed amendments simplify the Commission's stipend structure and clarify which meetings qualify for compensation. Limiting stipends to regular Commission meetings focuses compensation on the Commission's primary decision-making forum while maintaining the existing stipend structure for regular meetings.

Committee meetings, including those of the Policy and Budget Committee, are intended to provide advisory input and facilitate discussion of administrative or policy matters prior to Commission consideration. Commissioners participating in such meetings would continue to contribute to the Commission's work but would no longer receive stipends for those meetings under the revised policy.

The proposed changes would also reduce administrative tracking associated with stipend payments and slightly reduce annual expenditures associated with Commissioner compensation. Commissioners would continue to be eligible for reimbursement of expenses incurred in the performance of official Commission duties, including attendance at CALAFCO conferences, training sessions, or other authorized activities, in accordance with existing Commission policies regarding reimbursement of reasonable and necessary expenses.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Adopt amendments to the Commissioner Stipend Policy and related bylaw provisions limiting stipend payments to attendance at regular Commission meetings.

Alternative Two:

Continue consideration of the item and provide direction to staff.

Alternative Three:

Take no action.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. Proposed Amendments to Commissioner Stipend Policy and Bylaws

office. All appointed members may be reappointed to an unlimited number of consecutive terms provided they meet the membership criteria for that body. The Commission Clerk will administer the Oath of Office at the installation of a new member.

1.9 **Officers**

Regular members of the Commission elect a Commission Chair and Vice Chair at the May meeting. The newly elected officers shall assume office at the next Commission meeting. Unless otherwise determined by the Commission, the Chair and Vice Chair will each serve one two-year term, and, commencing November 2008, rotation of Officers shall be as follows: Special District, County, Public, and City. However, if the Chair becomes vacant mid-term, the Vice Chair shall be given the opportunity to serve as Chair for the remainder of the term. If the Vice Chair declines, the vacancy shall be filled for the remainder of the term by election at the next regular meeting following occurrence of the vacancy.

1.10 **Commissioner Compensation**

Commissioners shall receive a \$125 stipend for attendance at the following LAFCo-related meetings:

1. Regular and special meetings of the Commission.
- ~~2. Meetings of standing and ad hoc committees of the Commission when they meet on a day separate from a day in which the Commission meets.~~

The payment of stipends is limited to no more than five per member in any month.

Commissioners shall receive reimbursement for expenses incurred in performance of official Commission business, including attendance at CALAFCO conferences or training sessions. Reasonable and necessary expenses shall include the costs of transportation, lodging, food, communications, training or events related to service on the Commission. Claims for expense reimbursement for Commissioners shall be submitted to Staff for processing.

1.11 **LAFCo Funding**

Most Alameda LAFCo expenses are funded by equal contributions from Alameda County, its cities and its special districts. LAFCo also recovers a portion of actual proposal processing costs by charging fees for certain services (See LAFCo Schedule of Fees and Charges).

1.12 **Staffing**

LAFCo shall independently appoint the Executive Officer, staff and legal counsel. LAFCo may contract with Alameda County for the provision of staff, offices, equipment, and supplies as permitted in its budget and policies. The Commission may use other means for acquiring personnel, services and supplies as deemed appropriate by the Commission.

1.13 **CALAFCO**

Alameda LAFCo shall be a member of the California Association of Local Agency Formation Commissions (CALAFCO) and will participate in the State association.



TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: **LAFCO Report on *Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse***

The Alameda Local Agency Formation Commission (LAFCO) will consider approval of a consultant report titled “Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse.” The report examines regional opportunities for collaboration among Alameda County water and wastewater agencies to address emerging challenges related to climate change, regulatory requirements, infrastructure investment, and long-term water reliability. The study evaluates existing conditions, summarizes feedback from agency managers, and provides recommendations to facilitate dialogue among agencies regarding long-term water resilience strategies. Staff recommends approval.

Background

In 2021, Alameda LAFCO completed a Countywide Municipal Service Review (MSR) evaluating the structure and performance of agencies responsible for water supply, wastewater treatment, flood control, and stormwater management throughout Alameda County. The study examined approximately two dozen agencies providing water-related services to residents and businesses across the county.

One of the recommendations included in the MSR was for Alameda LAFCO to facilitate improved coordination among agencies to explore opportunities for collaboration on recycled water and regional water reliability.

To advance this recommendation, Alameda LAFCO issued a Request for Proposals (RFP) in October 2023 seeking consulting services to evaluate regional collaboration opportunities and develop a framework for a countywide committee focused on water and wastewater issues. A consultant team led by Eric Rosenblum, Shannon Spurlock, David Smith, Robert Raucher, and Felicia Marcus was subsequently selected to complete the study.

The consultants conducted a comprehensive review that included:

- Review of water supply, recycled water, and climate planning documents
- Interviews with water and wastewater agency managers across Alameda County
- Interviews with selected regional agencies outside the county

- A regional workshop with agency representatives held in May 2025
- Follow-up discussions with agency managers in early 2026

The final report, “Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse,” summarizes these findings and presents recommendations intended to support long-term regional collaboration among water-related agencies

Discussion

Regional Water Management Challenges

The report identifies a number of emerging challenges facing water and wastewater agencies throughout Alameda County, including climate change impacts on water supply, evolving regulatory requirements related to wastewater treatment and nutrient discharge limits, aging infrastructure, and the need for long-term capital investment.

Agency managers also cited concerns related to seismic risk, cybersecurity threats, workforce development, and maintaining affordability for ratepayers while addressing these infrastructure and regulatory challenges.

While agencies in Alameda County already participate in a number of collaborative partnerships and have implemented several recycled water projects, the report notes that recycled water projects are often complex and capital-intensive, and must compete with other infrastructure priorities.

Recommended Approach

Based on its review and interviews with agencies, the consultant team recommends convening a countywide resilience forum where agency managers and elected officials can periodically meet to share information, discuss long-term risks, and explore opportunities for collaboration related to water, wastewater, and stormwater services.

The report concludes that facilitating discussion around broader resilience and reliability challenges may provide a more productive framework for collaboration than focusing exclusively on recycled water projects.

The proposed forum would allow agencies to share planning strategies, evaluate regional risks, and consider opportunities for joint projects or coordinated approaches to addressing future water challenges.

Role of Alameda LAFCO

As the regional agency responsible for evaluating municipal service delivery and facilitating discussions related to government services and boundaries, LAFCO is well positioned to help initiate discussions among water-related agencies regarding long-term service resilience and coordination.

Approval of the report will allow LAFCO to share the findings with agencies throughout the county and incorporate the information into future municipal service reviews and regional planning discussions.

Analysis

The consultant's findings indicate that Alameda County agencies already participate in a number of collaborative initiatives and have implemented several recycled water and water management projects. However, the report also concludes that the scale and complexity of emerging challenges, including climate change impacts on water supply, increasing regulatory requirements for wastewater treatment, aging infrastructure, and seismic risk, may benefit from a more structured forum for regional dialogue.

The recommended Water Resilience Forum would provide an opportunity for water, wastewater, stormwater, and flood control agencies to exchange information, evaluate regional risks, and identify potential opportunities for collaboration. Such a forum could serve as an initial step toward implementing the Countywide Regional Water and Wastewater Committee concept identified in the 2021 MSR.

From a LAFCO policy perspective, facilitating discussions related to regional service coordination is consistent with the Commission's responsibilities under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, which directs LAFCO to encourage efficient government organization and the effective delivery of municipal services. Approval of the report would formally acknowledge the consultant's findings and allow the Commission to consider whether to move forward with convening a countywide meeting or other forum to advance regional coordination among Alameda County water-related agencies.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Approve the consultant report titled "Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse" and authorize staff to distribute the report to Alameda County water, wastewater, and stormwater agencies and utilize the findings to support future regional coordination and planning efforts.

Alternative Two:

Continue consideration of the item and provide direction to staff.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures

This item has been placed on Alameda LAFCO's agenda as part of the business calendar. The following procedures are recommended in consideration of this item:

1. Receive verbal presentation from staff unless waived.
2. Invite any comments from the public.
3. Provide feedback on the item as needed.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. *Facing the Future: Alameda County Water Agencies Focus on Resilience and Reuse* – Water Resource Consultants

**Facing the Future:
Alameda County Water Agencies Focus on Resilience and Reuse**

Report to the Alameda LAFCO

Eric Rosenblum
Shannon Spurlock
David Smith
Robert Raucher
Felicia Marcus

March 2, 2026

Contents

Contents	2
Acknowledgements	4
1. Summary	5
2. Overview	6
2.1. The Challenge	6
2.2. Approach and Revised Objective	7
2.3. Recommendation	8
3. Assessment of Existing Conditions	10
3.1. A Brief Note on the History of Water in Western and Eastern Alameda County	10
Table 1. Founding dates and service information for key Alameda County utilities	12
3.2. Summary of Relevant Reports	13
3.2.1. Recycled Water Plans	13
3.2.2. Water Supply Plans	15
3.2.3. Climate Plans	17
3.3. Summary of Interviews	18
3.3.1. Western Alameda County	19
3.3.2. Tri-Valley Agencies	21
3.3.3. Other Agencies	22
3.3.4. Observations	22
3.4. Summary of Outcomes from May Workshop	25
4. Recommendation: Alameda County Water Resilience Forum	27
References	29
Attachment 1. Agencies and Personnel Interviewed	34
Alameda County Agencies	34
Alameda County Water District (ACWD)	34
Dublin San Ramon Services District (DSRSD)	34
East Bay Dischargers Authority (EBDA)	34
East Bay Municipal Utilities District (EBMUD)	34
City of Hayward	34
City of Livermore	34
Ora Loma Sanitary District	34

Union Sanitary District (USD) 34

Zone 7 Water Agency 34

Agencies Outside Alameda County..... 34

Central Contra Costa Sanitary District (Central San) 34

San FranciscoFrancisco Public Utilities Commission (SFPUC)..... 34

Attachment 2. Existing Collaborations Between Alameda County Utilities 35

**Attachment 3. List of Attendees at May 21, 2025 Workshop: “Strategies for Collaboration—
Interagency Water and Wastewater Meeting.”** 38

Utility Representatives 38

LAFCO Staff..... 38

Consulting Team 38

**Attachment 4. Presentation: Strategies for Collaboration Among Alameda County Water
Utilities (May 21, 2025 Workshop)**..... 39

Attachment 5: Draft Agenda for Initial Meeting of the Alameda County Resilience Forum..... 43

Acknowledgements

We would like to express our deep appreciation to all the Alameda County water and wastewater agency personnel who generously dedicated their time and thoughtful energy to these candid and wide-ranging discussions. We hope the results of this effort will help them continue to provide their critical services in years to come.

We would also like to thank the Alameda LAFCO staff, especially Executive Director Rachel Jones and Commission Clerk April Raffel for their support and their enthusiasm for this project.

1. Executive Summary

This report describes a rationale and approach for convening a regional forum where Alameda County utility managers and elected officials, unconstrained by their jurisdictional responsibilities, can share their plans and perspectives, align their interests, and develop cooperative responses to risks threatening their ability to provide resilient water, wastewater, and stormwater services. By setting aside a time and place where they can build a common understanding of the challenges they face from a county-wide point of view, those responsible for providing water-related services to Alameda County residents and businesses may be better able to identify and implement collaborative solutions.

A county-wide regional meeting of water and wastewater agencies was originally recommended in the *2021 Municipal Services Review of Water, Wastewater, Flood Control, and Stormwater Services*¹ and endorsed by the elected officials serving on the board of the Alameda Local Agency Formation Commission (LAFCO).² The goal of their recommendation was to encourage county utilities to increase the local use of recycled water by promoting interagency communication.

After reviewing agency plans and reports and speaking with agency managers we agreed that this is an opportune time for Alameda County utilities to take a fresh look at how they can combine their resources to provide more reliable water services. Water agencies throughout the state are faced with unprecedented challenges, portending changes in water, wastewater, and stormwater policy and infrastructure. As a case in point, Alameda wastewater agencies are now investing heavily in advanced treatment technologies to remove nutrients, in response to new limits on nutrient discharges.³ These limits in turn were prompted by evidence of eutrophication in San Francisco Bay resulting in part, from warmer water temperatures due to climate change.⁴ On the other hand, highly treated water of this quality is suited to many types of applications offering new prospects for increasing effluent reuse, potentially alleviating forecast reductions in traditional water supplies.⁵

This is not to suggest that Alameda County water agencies are unaware or unprepared to face these challenges. In recommending a water resilience forum we in no way wish to minimize the importance of what agencies have already achieved; their accomplishments include long-term joint planning efforts which they continue to pursue and several major collaborative recycled water projects.⁶ On the contrary, our only goal is to expedite their efforts by facilitating communication and increasing awareness of common needs. Nor do we wish to imply that water reuse is the only solution to future water problems, and we recommend consideration of a range of issues pertaining to water resilience and reliability, including disaster response and cybersecurity.

¹ (Quad Knopf Consultants, 2021) p.2

² (Alameda LAFCO, 2023)

³ (SFRWQCB, 2024)

⁴ (Albeck-Ripka, 2022)

⁵ (Reddy, 2025): “Advanced recycle water treatment trains can be designed in a way to remove nutrients. Advanced treated water may not be the cheapest way to remove nitrogen; however, just implementing biological nitrogen removal seems like a missed opportunity.” p.32

⁶ See Sec. 3.2.1 “Recycled Water Plans” p. 14ff.

We also want to acknowledge that many agency managers we interviewed questioned the value of a separate meeting to encourage a county-wide perspective on resilience, suggesting that 1) if additional information is needed the topic could be addressed in any of a number of existing meetings; and 2) it would be preferable for such discussions to take place with a smaller sub-regional focus (e.g. Tri-Valley or Tri-City/Bayside) or at an even larger scale, by including adjacent counties. These reservations are certainly valid. As shown in Attachment 2, agency staff already participate in many collaborative efforts, although they generally attend to reflect the perspectives of the agencies they represent. And practically speaking, with some notable exceptions (e.g. DERWA), adjacent agencies are more likely to develop joint projects than those on opposite sides of the East Bay Hills. For this reason, we suggest that those who attend the initial meetings of the Forum consider the benefits of narrowing the scope of participation as the Forum evolves.

Finally, some agency managers have suggested that the 2021 MSR recommendation itself reflected a lack of familiarity with the work the agencies have done to date. To the extent that this may be true, it reinforces our opinion that a meeting between managers and elected officials from different agencies could be highly productive.

Taking all these factors into consideration, we recommend that Alameda County water-related agency managers and members of their respective boards convene an initial meeting to discuss issues related to water resilience and reliability. By taking the time together to build a common understanding of coming changes in the water environment, and by considering innovative strategies from a regional perspective, we believe they will be better positioned to identify and implement beneficial projects (including reuse) they might otherwise discount or overlook.

2. Overview and Recommendation

2.1. The Challenge

The 2021 Alameda Local Agency Formation Commission (LAFCO) “Countywide Municipal Services Review on Water, Wastewater, Flood Control and Stormwater Services” characterized the performance of some two dozen special districts and general-purpose governments in the county that provide water-related services to the residents and businesses of Alameda County. It included a recommendation for the formation of a countywide committee to explore opportunities for reuse:

*“Alameda LAFCO should create a **Countywide Regional Water and Wastewater Committee** that includes all affected agencies that provide water, wastewater, stormwater, and flood control services **to explore opportunities and to share practices for collaboration on how the region can recycle water, or better utilize water that is already imported**, so it is not only used once and discarded into the Bay.” (Quad Knopf Consultants, 2021, p. 2) [Emphasis added]*

While it is true that only about 10% of the wastewater generated in Alameda County is reused (compared to a statewide average of about 30%) there are many reason why investments in

recycled water are more appropriate for some communities than others.^{7,8} For instance, arid southern California agencies dependent upon water imported from the Colorado River may value reuse more than wetter northern California agencies with dedicated in-state supplies and more cost-effective alternatives. It should also be noted that Alameda County water and wastewater agencies currently communicate with one another regularly and cooperate on a number of issues.

Nevertheless, the LAFCO board members expressed concern that Alameda County as a whole needed the capacity to produce more recycled water to withstand extended droughts, and since these projects take time they wanted water agencies to accelerate planning.⁹ They also expressed concern that, without a robust countywide reuse program, Alameda County utilities could be forced to meet “one size fits all” reuse requirements should the state eventually prohibit ocean discharge of treatment plant effluent.¹⁰

To encourage agencies to focus on development of reuse opportunities from a county-wide perspective, in October 2023 LAFCO issued a request for proposals from qualified consultants to create a “Countywide Regional Water and Wastewater Committee” and in November 2024 selected our team to perform this work. (Alameda LAFCO, 2023)

2.2. Approach and Revised Objective

Our team’s proposal provided for three stages of work:

1. Assess Alameda County’s capacity to recycle water and identify barriers to reuse, especially competing agency priorities;
2. Discuss our findings with participating agencies for further insight and refinement; and
3. Develop a framework for a Countywide Regional Committee with recommendations for its focus, objectives, composition, organization, and operation.

With this in mind, we set out to understand the issues facing Alameda County utilities to learn what type of meeting (if any) might encourage them to produce more recycled water, and whether other appropriate solutions might also be facilitated by such engagement.

We began by reviewing published reports, not only recycled water feasibility studies but also selected water management plans, capital improvement plans, sustainability plans and climate change initiatives. Following this review, we interviewed managers of water and wastewater utilities, inviting them to share their priorities and to describe how water reuse might address their key concerns. Finally, in May 2025 we held a workshop with utility representatives to share our

⁷ (CA SWRCB, 2025)

⁸ (SPUR, 2022) : Alameda County reuse rates are also consistent with other Bay Area utilities, which collectively supply less than 3% of water needs through reuse, compared with over 5% of water use in Southern California.

⁹ (Quad Knopf Consultants, 2021): “*To provide a resilient water supply in the region in the face of climate change there should be closer collaboration between water and wastewater agencies to maximize the use of wastewater through water recycling and potable reuse.*” (p.8-16)

¹⁰ (Hertzberg, 2019)

findings and to hear their thoughts about how a countywide forum could help them understand their common risks and encourage them to work together to become more resilient.

Information we obtained from these investigations (summarized in Section 3 of this report) confirmed our initial suspicion that simply meeting together on a countywide basis to discuss water reuse would not likely encourage participants to implement more recycled water projects. While reuse reduces effluent discharge and adds to a sustainable local water supply, these projects are indeed time-intensive and complicated and must compete with other simpler alternatives. As noted in a recent SPUR/Pacific Institute study:

“Recycled water faces three major hurdles: concerns about its safety (real and perceived), the high cost of building new infrastructure, and the difficulties in crafting agreements between multiple drinking water and wastewater utilities.”¹¹

In interviews and reports, water supply agency managers cited these obstacles, in one form or another, as having slowed the pace of expanding water reuse.

Many Alameda County water and wastewater agencies—especially in the Tri-Valley area of eastern Alameda county—have already built sizable nonpotable water networks and have been managing their recycled water programs for decades. As a result, they well understand the complexities, the challenges, and the cost of adding to these systems. Potable water reuse projects, while often requiring less extensive infrastructure, present a different and even more challenging set of problems. Furthermore, most water supply agencies interviewed reported that the success of other initiatives to improve supply resiliency, including conservation, groundwater banking and water transfers, have postponed the need for more costly supply options. Through conservation many water agencies have experienced a flattening or even a decline in demand. Many agencies also have higher immediate priorities for their capital programs such as renewing aging infrastructure. While they continue to investigate recycled water options (Sec.3.2.1), as long as they can provide resilient, reliable, affordable water services with other less costly alternatives they tend to regard recycled water as a potential future supply.

Notwithstanding their hesitancy to accelerate their investment in reuse, utility managers all expressed concerns about events that could threaten their ability to provide water and wastewater services to the public in an increasingly uncertain future. In addition to the inevitable likelihood of earthquakes, managers pointed to climate change as particularly problematic due to its potential to reduce water supplies, promote eutrophication of receiving waters, and increase floods from intense storm events. Other frequently cited concerns included the need for funds to replace aging infrastructure; the challenge of hiring, training, and retaining qualified staff; and the looming threat of cyberattacks.

¹¹ (SPUR, 2022)

2.3. Recommendation

Taking into consideration the concerns of the agencies, a forum in which utility managers and elected officials meet together to discuss a range of present and future water risks seemed more likely to achieve the overall goal of delivering resilient water-related services to Alameda County residents and businesses. Participants could select the specific themes and examples to be evaluated, and by focusing on the theme of resiliency they could develop a shared knowledge of risks and assessment of regional responses, including water reuse.

In addition to learning from each other, a large forum with representatives from utilities through Alameda County could attract presentations from national and international experts who may not be available in smaller settings. Also, acting together participants could also be better positioned to advocate for state and federal funding.

2.4. Background and Rationale

This indirect approach is consistent with what we discovered through our work on the National Water Reuse Action Plan¹² and the Water Research Foundation.¹³ From interviews with dozens of agency managers around the country we learned that successful reuse projects grow out of a sense of shared purpose, when individual agencies understand how their responsibilities align with others so together they can meet the common interests of the communities they all serve.

Organizational theory offers three key insights to explain why, despite the advantages of interagency cooperation, utilities often have a hard time aligning their interests, and what they can do about it:

1. Organizations must collaborate to create resilient responses to changing environmental conditions by combining their skills and resources.^{14,15}
2. However, each agency's individual commitments can prevent them from perceiving threats that require cooperation, isolating them from other agencies.¹⁶
3. By learning together in "safe settings," agencies can convert their boundaries into points of connection, align their differences and consider the benefits of collaboration.^{17,18,19}

¹² (Rosenblum, Marcus, Raucher, Sheikh, & Spurlock, 2022)

¹³ (WRF, 2025)

¹⁴ (Snower, 2025): "Thus, human survival and flourishing depend on how successful we are in recoupling our capacities with our challenges... not just cooperation, but also collaboration (working with others toward common goals)." p. 219

¹⁵ (Randolph, 2012): "Community resilience to change is built on social capital and capacity to learn, self-organize, and band together. In this way, we can cope with unexpected change." p.146

¹⁶ (Deslatte, et al., 2025): "Groups may selectively seek out belief-confirming information...as a means of social identity protection, consensus-seeking, or simply preserving belief consistency." p.641

¹⁷ (Quick & Feldman, 2014): "Decentering differences involves finding ways to work that do not activate distinctions as meaningful." p. 679

¹⁸ (Verschuren, 2025): "Examples of operational strategies that foster collaboration include easing institutional tensions to promote synergy and enhancing complex interactions within organizations." p.98

¹⁹ (Emerson & Nabatchi, 2015): "Through the progressive cycling of collaboration dynamics, participants develop a collective purpose, a set of target goals, and a shared theory of change to accomplish those goals." p.27

Despite the difficulties inherent in overcoming institutional barriers, research and experience confirm that agencies and the communities they serve go further by thinking broadly and working more closely together. As documented in our EPA and WRF investigations, many agencies in other areas throughout the country have been able to develop and implement successful water recycling projects and other resilience strategies by working across jurisdictional and municipal boundaries. In Virginia, Hampton Roads Sanitation District is now constructing a 100 mgd potable reuse project to restore the Potomac Aquifer while providing nutrient reduction credits to more than a dozen Tidewater cities. In central Florida Orange County, the city of Orlando joined forces to produce 40 mgd of recycled water for groundwater replenishment and nonpotable reuse, while in southern Arizona Tucson and Pima County divided responsibilities for water and wastewater management to gain federal funding for a new water reclamation plant with federal funds. Closer to home, for the past forty years Monterey One Water has cultivated close relationships with municipal and agricultural water purveyors to supply both potable and nonpotable water to the residents and businesses of Monterey County.

To help realize these benefits, we recommend that representative Alameda County utility managers and board members come together in an initial countywide meeting to create a forum where they can share their plans and strategies, learn from each other, and consider how regional projects may help them provide future services to their ratepayers. This will in turn enhance their ability to implement water reuse and other resilience strategies as well.

3. Assessment of Existing Conditions

3.1. A Brief Note on the History of Water in Western and Eastern Alameda County

Collaboration requires mutual appreciation of each agency's objectives. This mutual appreciation may be enhanced by understanding the forces that shape their actions, and by noting how their relationships and responsibilities have developed over time. To this end, we find it useful to consider the geography of Alameda County agency jurisdictions and the history of their development.

It is of particular note that the western "bayside" and eastern "hillside" regions of Alameda County are divided by a range of tall peaks (East Bay Hills, Diablo Range). Separated by these high hills, the eastern half of the county retained its rural character even as the urban centers of the western half of the county grew, spawning suburbs that became cities themselves. As a result, today the east side now has more undeveloped property and is growing at twice the rate of the East Bay communities. This geographic feature also enables those living in the Amador, Livermore, and San Ramon valleys of east Alameda County to identify as "Tri-Valley" residents, supporting cooperation between Tri-Vally agencies, including the cities of Livermore and Pleasanton, the Dublin-San Ramon Services District, and Zone 7 Water Agency and Cal Water, an investor-owned utility that supplies water to certain areas in the region. These agencies collectively lead the county in the development of recycled water. By contrast, the west county agencies identify more closely with the individual communities they serve.

History, too, provides a useful key to unlocking the relationships between water agencies. Generally speaking, communities create utilities in sequence with their growing needs, which has implications for their future partnerships as well. Since every town needs water to grow, water utilities are among the first chartered, eventually coalescing into a single regional water utility. As a result, water agencies tend to be better funded with strong political ties and firmly established organizational structures. Decades later, when pollution threatens the quality of local streams, sanitation agencies are formed to serve smaller jurisdictions. The need to manage stormwater follows the replacement of open fields with streets, sidewalks and other impervious structures, prompting the formation of flood control agencies with a regional scope but limited focus. (While flood control agencies originated with that separate purpose, their duties were in many instances later absorbed by the local water utilities.)

In Alameda County, four out of five residents live in the East Bay, home to the three largest cities in the county (Oakland, Fremont and Hayward). The largest city, Oakland, was originally a “trolley car suburb” of San Francisco and soon led the county in both population and political influence.²⁰ Founded in 1852, within twenty years it was served by a private water utility which began to acquire land and develop infrastructure to meet the city’s needs. The company was unable to keep pace with the area’s growth, however, and Oakland’s water supply was subsequently entrusted to a succession of public (Peoples Water Company, 1906) and private companies (East Bay Water Company, 1911) that continued buying up property and damming local streams to meet the growing city’s need for water.²¹ To defend their own local supplies against resource exportation to Oakland and other growing metropolitan areas, in 1913 residents of Washington Township south of Oakland (today, the “Tri-Cities” of Fremont, Newark and Union City) formed the Alameda County Water District (ACWD). For the next fifteen years ACWD contested its right to local water supplies with water companies and interests in the Oakland area until the newly formed East Bay Municipal Utility District (which purchased the East Bay Water Company) acquired rights to the Mokelumne River and brought water from that Sierra source to the Bay in 1929.²²

Wastewater treatment agencies were slower in coming to Alameda County, forming shortly after the turn of the century. These included Ora Loma Sanitation District serving the town of San Lorenzo (1911) and Union Sanitary District serving the Tri-Cities of Fremont, Newark, and Union City (1918). By comparison, EBMUD was a latecomer, only assuming responsibility for wastewater treatment in 1946 in response to public outcry about “The Big Stench.”²³ EBMUD, in particular, continues to serve as the regional leader in many aspects of water management in Alameda County, as befits its role serving water to 1.4 million residents and treating 60 million gallons of sewage each day. For this reason, it also seems clear that EBMUD is uniquely positioned to contribute to the success of any effort to reuse water in Alameda County. Table 1 below provides some information about the relative age and size of the key utilities in Alameda County.

²⁰ (Corbett, 2005)

²¹ (Noble, 1970, pp. 12-16)

²² (Piraino, 2015)

²³ (Noble, 1970, pp. 73-76; 90)

Table 1. Founding dates and approximate service information for key Alameda County utilities

Agency	City Data		Water Service				Wastewater Service			Recycled Water Service		
	Date Founded	City Pop.	Service Date	Pop. Served	Source	Volume (mgd)	Service Date	Pop. Served	Volume (mgd)	Volume (mgd)	% WW	% H2O
Livermore	1869	88,000	1963	28,000	Zone 7	5.8	1963	88,000	6.0	1.6	27%	21%
Cal Water	1927	na	1927	60,000	Zone 7	10	na	na	na	0.0	na	0%
San Leandro	1872	86,571	1939	91,800	EBMUD	na	1939	50,000	5.0	0.3	0%	na
Hayward	1876	162,954	1952	162,945	SFPUC	15.5	1952	162,945	11.3	0.3	2%	1.7%
Pleasanton ¹	1894	75,000	1894	78,000	Zone 7, Local	12	na	na	5.9	0.9	na	1%
ACWD	1914	na	1930	348,000	SFPUC, SWP, Local	49	na	na	na	0.0	na	0%
EBMUD-H2O ³	1923	na	1923	1,400,000	Mokelumne River, local	143	1949	740,000	60.0	6.2 ²	na	4%
Zone 7	1957	na	1957	266,000	SWP, Local	36	na	na	na	0.0	na	0%
DSRSD ⁴	1953	na	1953	99,900	Zone 7	8.0	1953	164,900	12.6	2.2	32%	27%
CV San	1939	na	na	na	na	na	1939	61,000	3.5	0.0	0%	na
OLSD	1911	na	na	na	na	na	1923	140,546	11.8	0.2	1%	na
USD	1918	na	na	na	na	na	1924	348,162	23.9	1.0	4%	na
Total						270			134.1	13.62	10.1%	5.0%

¹ Pleasanton contracts with DSRSD for wastewater treatment, contributing 5.9 mgd which is included in DSRSD's total wastewater volume.

² DSRSD and EBMUD formed DERWA to provide approximately 4 mgd of recycled water to DSRSD in both Alameda and Contra Costa Counties. The 6.2 mgd, EBMUD served includes 0.9 mgd to DERWA and 0.9 mgd to Pleasanton using DSRSD's and Pleasanton's wastewater.

³ EBMUD supplies 0.6 mgd of recycled water for use on-site at its wastewater treatment plant, which is not counted in its overall recycled water usage as a percent of wastewater. It also has a contract to receive water from the federal Central Valley Project (CVP) which it exercises only in period of extreme drought.

⁴ DSRSD serves recycled water to both Alameda County and Contra Costa County. Recycled water served in Contra Costa County reduces overall demand for potable water and increases reliability for all customers.

Sources: (City of Livermore, 2025a) (City of Livermore, 2025b) (City of San Leandro, 2025) (City of Hayward, 2021) (City of Hayward, 2024) (City of Hayward, 2025a) (City of Hayward, 2025b) (DSRSD, 2025) (DSRSD-EBMUD Recycled Water Authority, 2024) (City of Pleasanton, 2025) (City of Livermore, 2021) (Pierce, 2021) (ACWD, 2025) (EBMUD, 2022) (EBDA, 2015) (Zone 7, 2021) (Hazen and Sawyer, 2023) (Zone 7, 2025) (CV San, 2025) (OLSD, 2025)

3.2. Summary of Relevant Reports

We reviewed three main types of reports for insight into how Alameda County water-related utilities currently view using recycled water, and to better understand the reservations they harbor about implementing reuse projects. Agencies that studied the feasibility of specific recycled water projects summarized these studies in recycled water plans and identified other potential projects for future evaluation. All water supply agencies are required to prepare Urban Water Management Plans. In addition, many Alameda County cities (as well as the County itself) developed “climate action plans” assessing how climate change might impact their communities and proposing strategies to mitigate or adapt to future conditions. We also reviewed selected capital improvement plans to see whether proposed strategies were included in agency budgets.

3.2.1. Recycled Water Plans

Over the past 30 years, Alameda County agencies have continuously evaluated the use of treated effluent from wastewater facilities to meet public water needs. In the course of developing existing nonpotable reuse projects they have produced dozens of studies to assess the need for recycled water, the feasibility of identified recycled water projects, and the costs and the benefits of water reuse. In many cases, these studies were funded by a water supply and wastewater treatment utility working together, highlighting the extent to which Alameda County utilities already have a strong basis for future interagency cooperation.

EBMUD issued their first Water Reclamation Master Plan in 1991 with a goal of recycling 14 mgd by 2020. They subsequently invested in projects providing two mgd of recycled water to the Chevron refinery (1991) and three mgd to the refinery boilers (2010). In 1995 EBMUD entered into an agreement with DSRSD to create a joint authority (DERWA) to supply one mgd of treated effluent to Dublin and Pleasanton and to EBMUD water customers in San Ramon. (EBMUD also supplies recycled water in Oakland and Emeryville.) In 2012, EBMUD raised their recycled water delivery target to 20 mgd by 2040, and in 2019 they recommended pursuing an additional 11 mgd of reuse that could be achieved by serving another refinery and expanding existing programs.²⁴

When these projects were reevaluated in 2024, however, fewer than half of the identified nonpotable reuse opportunity met cost-benefit criteria, including one mgd from expansion of reuse in San Ramon Valley through the DERWA partnership. EBMUD also investigated potential for potable reuse including both indirect potable reuse through reservoir augmentation and direct potable reuse through either raw water or treated water augmentation. However, at a unit cost exceeding \$3000/af the project was significantly more costly than other alternatives and the 2024 plan recommends deferring the development of potable reuse while advancing the target date for increasing nonpotable reuse to 20 mgd until 2050.²⁵

²⁴ (EBMUD, 2024, pp. 2-3,4)

²⁵ (Ibid. pp. 5-34): “While not recommended for current implementation, potable reuse may be a needed option in the next 10 to 20 years depending on the District’s demand for water, availability of existing supplies, and improved clarity with regards to the type of secondary wastewater treatment upgrades that are planned for nutrient removal.”

In 2007, the City of Hayward prepared a Feasibility Study to assess the technical viability of delivering recycled water, the potential market for recycled water, and consumer acceptance. They subsequently prepared a Recycled Water Facility Plan in 2009 and updated it in 2013. In 2018 the City started construction of the initial phase of their nonpotable water distribution system. During this time, a nearby power plant arranged to receive secondary effluent from the Hayward wastewater plant for further treatment and reuse. The Hayward Phase 1 Recycled Water Project now delivers about 0.26 mgd of recycled water to more than 30 customers for irrigation of parks, schools, roadway medians, and landscaped areas around commercial and industrial buildings within the City. The City of Hayward's Climate Action Plan includes recommendations to expand the use of recycled water, and the Public Works & Utilities Department is currently developing a new Recycled Water System Master Plan as a roadmap for expanding the use of recycled water over the next 20 years.

The City of Livermore supplies drinking water to one-third of its residents, the balance served by California Water Service (Cal Water), an investor-owned utility. In 1993 the City began producing water suitable for reuse and now averages around two million gallons of recycled water for their irrigation and fire protection use. Livermore shares an effluent discharge pipeline with DSRSD and currently treats some wastewater from the City of Pleasanton and provides recycled water to an adjacent Pleasanton neighborhood. DSRSD and Livermore continue to evaluate alternatives to expand the use of recycled water in the Tri-Valley area by increasing capacity to supply recycled water to its customers. (By contrast, Cal Water has no plans to provide recycled water in the foreseeable future due to project costs.²⁶)

DSRSD also began planning to recycle water in the early 1990s, both to augment water supplies available to support development and to preserve capacity in the effluent pipeline that conveyed their treated wastewater over the hill for discharge into San Francisco Bay. In 1997 DSRSD launched Clean Water Revival, a plan to reduce effluent discharge through potable reuse of highly purified wastewater. Although the project was subsequently withdrawn due to a lack of public support, it directly led to the development of additional plans to use effluent for nonpotable purposes, primarily irrigation.²⁷ As noted, in 1995 DSRSD and EBMUD formed a joint powers agreement called DERWA to provide recycled water for irrigation to DSRSD and EBMUD water customers in the San Ramon Valley. Recycled water deliveries began in 2006, and the program continued to expand as the service area has grown. In 2014, DERWA began to supply the City of Pleasanton with recycled water for irrigation to Pleasanton water customers. DERWA is operated by DSRSD staff.

The success of the DERWA collaboration is confirmed by the fact that peak summer demand for recycled water now occasionally exhausts the available supply, prompting DERWA to prepare a Recycled Water Supply Management Plan to identify alternative sources of recycled water. Among the options evaluated were plans to divert raw wastewater and treated effluent flow from adjacent

²⁶ (Cal Water, 2021)

²⁷ (DSRSD, 2003)

utilities to the DSRSD treatment plant to augment recycled water supply, including up to 2.7 mgd of raw wastewater from the Central Contra Costa Sanitary District.²⁸

In 2018, the Tri-Valley agencies (Zone 7, DSRSD, Pleasanton, and Livermore joined by California Water Service) together studied the feasibility of potable water reuse. They concluded that implementation of a joint potable reuse project is technically feasible and that advanced treatment facilities could be readily sited to produce 5,000-10,000 afy either through groundwater recharge or raw water augmentation. They further determined that regulatory pathways exist for all options studied, and while no timetable was proposed the study indicated that such a project could be implemented within a decade.²⁹

A few other Alameda County agencies currently provide recycled water to external customers. East Bay Discharge Authority (EBDA), for example, sends about 0.2 mgd of recycled water to irrigate the Skywest Golf Course, located in the City of Hayward, and the City of San Leandro sends about the same amount to the Monarch Bay Golf Complex. In addition, wastewater treatment plants that do not export recycled water routinely reuse a percentage of their treated effluent for internal purposes like washing down tanks.

3.2.2. Water Supply Plans

The Urban Water Management Plans (UWMPs) of the water agencies in Alameda County all include references to investigations into the use of recycled water as a means of meeting service demands during extended droughts. However, because wholesale and retail agencies are subject to different requirements under the UWMP Act, their analyses and conclusions are not directly comparable or easily synthesized, leading to disparate assessments of the need for enhanced local supplies.

EBMUD's 2020 UWMP provides an overview of EBMUD's water supply and demand assessments to a planning horizon of 2050. Demand and supply forecasts take into account the impact of climate change considering a range of scenarios as recommended by DWR in their climate change modeling guidance, using a three year "drought planning sequence" (DPS) to assess the adequacy of its water supply for long-term water resources planning.^{30,31} The report concludes EBMUD has sufficient supply sources to meet demand even during the three-year drought period. The report further claims that "*Recycled water is an important component of EBMUD's diverse portfolio for future water supply planning.*" However, it does not forecast significant increases in recycled water use until at least 2035, primarily on the basis of the availability of lower cost supplies. One unique element of the EBMUD cost analysis is the decision to increase the unit cost to reflect the

²⁸ (DERWA, 2024)

²⁹ (Tri-Valley Agencies, 2018)

³⁰ (DWR, 2015)

³¹ (EBMUD, 2021)

likelihood that recycled water would be necessary to augment existing supplies in only one out of every three years.³²

Similarly, ACWD's 2020 UMWP concluded that "*While the District is evaluating the cost and feasibility of potable reuse concepts, it currently has no plans to develop a potable reuse project.*"³³ The 2020 UMWP demand and supply forecasts reflected impacts of climate change on imported water based on the DWR "Delivery Capability Report" and data furnished by the San Francisco Public Utilities Commission (SFPUC), and by non-numeric estimates of the impact of climate change on local supplies. ACWD's 25-year capital budget has included funding for recycled water for over 30 years, currently identifiable as "Alternative Supply Treatment Facility Phase 1" with expenditures beginning in 2040. Remarking on previous attempts to develop reuse in the ACWD service area, the 2020 UMWP noted that "*Despite having installed 4.29 miles of "purple pipe" over the past 20 years, there remains no use of recycled water in the District's service area that offsets demand for potable water.*"³⁴ On the other hand, it has been noted that³⁴ since the nonpotable water network was constructed in the early 2000s perfluorinated alkyl substances (PFAS) have emerged as a priority constituent of concern which has impacted critical portions of the Niles Cone. In hindsight, wholesale distribution of non-potable recycled water without further treatment might have contributed to additional PFAS contamination of local water supplies, illustrating the many challenging assessments agencies must make when evaluating the risks and benefits of alternative supplies.

ACWD recently led a collaborative effort (with LAWVMA, the City of Livermore, Zone 7 Water Agency, and USD) to study a purified recycled water project. Anticipated to produce about 7,600 AFY, the project would provide advanced treated purified water for recharge into the Niles Cone Groundwater Basin via Quarry Lakes. At an estimated unit cost of exceeding \$6,000 per acre-foot, the agencies decided to defer further consideration of the project to a later date pending additional planning.³⁵ More recently, ACWD has advanced its Water Resources Master Plan (WRMP) which involves a broader evaluation of future demands, climate change, risks and uncertainties related to the Delta and other imported supplies, and a variety of water supply and resource alternatives to 2050 and beyond. At the time of this writing, ACWD's draft WRMP 2050 includes purified water implementation in its preferred portfolio.

As a water wholesaler to east county cities, Zone 7 Water Agency acknowledged in their 2020 UMWP the importance of recycled water produced by the retail water agencies to augment potable supplies and supports its use.³⁶ Zone 7 also participated in the Tri-Valley Agency Potable Reuse

³² (EBMUD, 2025): "*The annual costs were developed by including the annualized capital costs and annual O&M costs. The annual costs were then **divided by the projected per year water benefits** to obtain the project's unit cost on a per acre foot (AF) of water delivered basis (\$/AF).*" p. A-11 (Emphasis added)

³³ (ACWD, 2021): "*To evaluate SWP supply availability under future conditions, the 2019 DCR included a model study representing hydrologic and sea level rise conditions in year 2040.*" p. 3-7 ff.

³⁴ (ACWD, 2021)

³⁵ (ACWD, 2023)

³⁶ (Zone 7 Water Agency, 2021): "*Zone 7...fully supports the current and expanded use of recycled water in the Tri-Valley—resulting in lower consumption of potable water supplies—by updating the Salt Management*

study referenced above, which suggested that a potable reuse project could be implemented within 10 years. In their 2020 UWMP, however, they noted that declining indoor water use could limit the amount of wastewater available for reuse, requiring further study.

Finally, it should be noted that Alameda County water agencies are currently in the process of preparing their 2025 Urban Water Management Plans. In addition to estimating long-term demand, these plans analyze water supply reliability under several different scenarios and identify a portfolio of projects and programs that help ensure water supply reliability to the year 2050 including conservation, groundwater banking, and water transfers in addition to recycled water. The plans also include an analysis of risks like climate change, drought, and regulatory changes, all of which are considered in their long-term planning efforts.

3.2.3. Climate Plans

Many cities in Alameda County and some agencies (as well as the County itself) have published Climate Action Plans (CAPs) describing how they propose to make their communities more sustainable. While these plans focus primarily on reduction of greenhouse gas (GHG) emissions, they recognize that our future climate will include both more intense flooding and more extreme droughts. In response, many advocate for “green infrastructure” projects to manage stormwater, and some suggest the need for recycled water as well. For example, the City of Oakland CAP notes that, “*Green infrastructure can help mitigate flooding and urban heat islands while providing more community benefits than traditional gray infrastructure. This includes access to nature, habitat protection, and cleaner air and water.*”³⁷ In general, it appears that agencies without direct responsibility focus less on the challenge of drought and the need for solutions like water reuse in their CAPs. The County’s CAP recognizes the threat to the availability of water but defers to EBMUD with respect to adaptation strategies.³⁸

For its part, EBMUD has a long history of studying, planning for, mitigating, and adapting to climate change. EBMUD incorporated climate change actions into its 2008 Strategic Plan, and its 2024 update references its intent to increase the use of nonpotable recycled water to 20 mgd by 2040.³⁹ Other agencies responsible for providing ample supplies of clean water have also prepared climate adaptation plans. The City of Pleasanton includes recognition of decreased water supply without recommending specific solutions like expanding its current use of recycled water.⁴⁰ The City of Livermore’s CAP is more explicit, proposing to increase the availability of recycled water in their

Plan to address nutrient management and by supporting retailer grant applications for recycled water infrastructure funding. Additionally, Zone 7 has been working closely with its retailers in exploring potential options for expanding recycled water use beyond irrigation applications (i.e., potable reuse).”

³⁷ (City of Oakland, 2020)

³⁸ (Alameda County, 2014)

³⁹ (EBMUD, 2024)

⁴⁰ (City of Pleasanton, 2023)

community.⁴¹ ACWD completed a Climate Adaptation Plan in 2023 that evaluated risk and vulnerability in which recycled water is cited repeatedly as a future adaption measure.⁴²

It is worth noting that regardless of whether they explicitly call for water reuse, virtually all city and agency climate adaptation plans call out the need for collaboration among agencies as a prerequisite to an efficient response to climate change. This issue will be discussed in more detail in the “Recommendation” section.

3.3. Summary of Interviews

We conducted a series of 90-minute interviews with twelve agencies over the course of six months: ten Alameda County agencies plus San Francisco Public Utilities Commission (SFPUC) and Central Contra Costa Sanitation District (Central San). A list of the interviewees is included in Attachment 2. Each interview included the following five questions to initiate the conversations, as well as to prompt general discussion of the matters of greatest interest to the utilities:

1. What are your top two priorities?

- What are the greatest water/wastewater/stormwater challenges you face?
- What solutions are you considering?
- How are these issues reflected in your current budget or capital planning documents?

2. [Water Utilities] Looking out over the next 20-30 years, how confident are you in your agency’s ability to access enough non-local surface water sources to meet demands? Specifically, what are your thoughts about the potential impact of the following influences:

- Drought/climate change
- State regulations (e.g., instream flow)
- Seismic risk

3. [Wastewater Utilities] How do the recent Region 2 RWQCB requirements to reduce wastewater treatment plant nutrient discharges to SF Bay the Bay impact your agency?

4. How does water reuse figure in your plans to address your priorities?

5. If you had a magic wand, what would you do today to make water reuse feasible?

- What obstacles would you remove?
- What support would you need to accomplish this??

⁴¹ (City of Livermore, 2022): “As the City’s water supplies fluctuate and shrink, it is critical to build-up resilience and reserves of water that can be used during droughts that are sourced independently of the State Water Project and leverage on-site water reuse and recycling.”

⁴² (ACWD, 2023): “Potential opportunities to support long-term planning include minimizing dependency on imported supplies by maximizing use of local water supplies (local groundwater and surface water, brackish groundwater desalination, and recycled water), increasing dry year reserves, and potential expansion of the demand management program.” (3-6) and further “ In the case of no or significantly limited imported supply source (e.g., SWP allocation reduction), it is assumed other strategies will be needed, such as recycled water to create a new source for local recharge.” (8-3)

The interviews were designed to reveal how agency managers viewed water reuse in the context of their current responsibilities, and what they considered the challenges to implementing recycled water projects. In addition, we asked the interviewees about their extensive relationships with other agencies. As the 2021 LAFCO MSR report could be read as implying that Alameda County agencies would recycle more water if they simply talked more often, it is important to point out that they already cooperate on many initiatives and managers frequently meet both formally and informally in regional partnerships and professional associations. (A list of selected collaborations among Alameda County water, wastewater, and stormwater utilities is included in [Attachment 2](#).)

The following is a brief summary of the key messages we heard from the agency managers.

3.3.1. Bayside Agencies (Western Alameda County)

Agencies Providing Water Services

The water agencies in western Alameda County (i.e. the East Bay) identified as their top priorities reliability and affordability, which are challenged by a range of issues, especially the need to replace aging infrastructure and construct seismic upgrades. Other risks noted include the impact of climate change (reduced snowmelt, surface water quality degraded by silt from wildfires and algal blooms) and cybersecurity threats. They also recognize the need to be prepared with standby power generation in case of electric utility failures. Based on their recent assessment of supply vulnerabilities and strategies to address them (e.g., the Bay Area Regional Reliability initiative (<https://www.bayareareliability.com/>)), these agencies generally perceive that their existing and planned supplies and strategies are adequate to withstand impacts of potential multi-year droughts. As a result, they do not perceive an urgent need to augment supplies with recycled water. Rather, they see supply augmentation (including reuse) as a likely of longer-term supply planning.

Water agencies faced with the difficulty of planning for an uncertain future have adopted different approaches to estimating the impact of climate change on both supply and demand. As reflected in their UWMPs, while some have incorporated state estimates of the variability of supplies others have made more refined calculations using strategies provided by other researchers (e.g. <https://cal-adapt.org/>). Interestingly, while higher temperatures increase demand for water, public conservation efforts and state law both work to drive down per capita water use suggesting that the timeline for implementation of demand-related projects might actually move out in the future. Planning horizons among the agencies also varied considerably with some utilities planning around 8-year droughts and others assuming a severe drought would end more quickly. Some water retailers relied on their wholesaler's estimates, which also vary.

While all water districts in western Alameda County have previously invested in recycled water projects to varying degrees, their expansion in the near-term has been limited, and development of new projects have largely been identified as appropriate for further evaluation and/or implementation at a later date. For example, EBMUD is actively working on planning and design efforts to expand its recycled water system, although in some cases this requires the acquisition of supplemental supplies.

As noted in the review of recycled water plans, agencies appeared primarily concerned about the relatively high cost and complexity of recycled water projects compared to other available alternatives. On the other hand, since the adoption of statewide regulations for direct potable reuse many water agencies find potable a more attractive option than nonpotable reuse as it minimizes the amount of additional piping required while providing water quality equal to (or better than) current supplies.

In short, while recycled water is not currently a top priority for East Bay water agencies they continue to include it in their long-range plans to diversify their water supply portfolios. Asked what might make reuse a more attractive option, several water managers suggested making larger government grants available to overcome the cost difference between reuse and other less expensive sources of supply. It was noted that some proponents of reuse ignore the fact that many water residents struggle to pay their water bills, and that when it comes to recycled water the affordability issue is a very serious concern. Other suggestions included more consistent demand for nonpotable water (e.g. a large base of industrial water users); greater public acceptance of potable reuse; further limitation of imported state and federal water supplies.

Agencies Providing Wastewater Services

Bayside wastewater agencies are all challenged to manage the cost of complying with and staying ahead of evolving regulations: removing PFAS, microplastics, and especially nutrients. The last is a result of the imposition of aggregate limits on the release of nitrogen and phosphorus into San Francisco Bay that the Regional Water Quality Control Board (RWQCB) recently placed on all Bay Area dischargers.⁴³ Agencies are exploring and testing cost-effective approaches to address nutrients, and many are investing heavily in treatment improvements. Even utilities that anticipated the limits and began construction years ago, notably Ora Loma Sanitary District (OLSD) and Union Sanitary District (USD), have experienced increases in their rates to support these construction activities. Agencies that are just starting the design and construction process may encounter even greater challenges, as the financing options available to USD, for example, such as SRF and WIFIA loans are oversubscribed, backlogged and not as readily available. In addition to the challenges of project financing, both USD and Hayward must also contend with maintaining stable operations while simultaneously managing major construction projects. In addition, OLSD has for many years prioritized reducing infiltration and inflow. OLSD is also in the process of electrifying its fleet to reduce its carbon contribution.

By contrast, EBMUD (the largest East Bay wastewater facility) can modify its treatment process to remove nutrients by reconfiguring its surplus basin capacity at a reasonable cost. As a result, EBMUD wastewater managers consider the replacement of aging infrastructure their greatest financial challenge and do not expect to have to invest in costly plant upgrades to address Bay nutrient impairment. Perhaps because it also functions as a water retailer, Hayward is more engaged in using recycled water than either OLSD or USD, but all three wastewater agencies

⁴³ (SFRWQCB, 2024)

recognize cost as a major barrier to reuse, especially in view of the competing cost of compliance with nutrient limits..

3.3.2. Tri-Valley Agencies (Eastern Alameda County)

Agencies Providing Water Services

The major water wholesaler in eastern Alameda County (i.e. the Tri-Valley Area) is Zone 7 Water Agency. Formed in 1957 as the “Zone 7 of the Alameda County Flood Control and Water Conservation District,” Zone 7’s mandate includes water supply and groundwater management as well as flood protection and stream management. (All functions are funded by a combination of property tax and development fees, except for the water supply enterprise which receives money from the sale of water as well.) Consistent with their charter, Zone 7 managers cited supply reliability as one of their chief concerns. They calculate their water supply forecasts using the Zone 7 Water Supply Risk Model, which incorporates the climate-adjusted estimates in the DWR Delivery Capability Report. They also regularly work with ACWD (on water rights issues) and with Valley Water (with whom they share the South Bay Aqueduct). They are actively working to increase their ability to store both surface water and groundwater and to reduce their reliance on imported water. They are also implementing treatment facilities to remove PFAS from drinking water. On the flood control front they are taking steps to increase their preparedness for more severe flooding expected as temperatures become more extreme, and they continue to repair storm damage from previous floods.

Water reuse remains a viable part of Zone 7’s supply reliability strategy, including potable reuse, although at present they have other new water supply projects that are farther along in development than a potable reuse project. They named public acceptance (of potable reuse) and funding limitations as two of the key barriers whose removal would allow more recycled water to be used in the area. While they include their water retailers in all their planning efforts and collaborate with them on reuse studies, they rely on the retailers to advance those programs: Livermore, Pleasanton, DSRSD, and Cal Water. DSRSD has interties with Pleasanton and Livermore and participates with other agencies in the regional conservation program administered by Zone 7. With the exception of Cal Water, the three public water retailers are all actively expanding their recycled water systems.

Funding for DSRSD’s nonpotable reuse systems has in large part been contributed by private developers. The success of the DERWA program is indicated by the fact that recycled water use is now limited by the availability of summer wastewater flows. To remedy this, DERWA and its member agencies, EBMUD and DSRSD, are currently negotiating with Central San to divert a portion of raw wastewater from Central San to DSRSD’s wastewater collection system to augment their recycled water flow.

Agencies Providing Wastewater Services

Wastewater collected in the Tri-Valley area is either treated by Livermore or DSRSD (which treats wastewater from its customers in Dublin and San Ramon, and also the City of Pleasanton by

contract). Treated wastewater is conveyed to the San Francisco Bay for discharge through facilities jointly operated via the Livermore-Amador Valley Water Management Agency (LAVWMA) which connects to the EBDA pipeline. When asked as a part of this report, both Livermore and DSRSD name meeting nutrient regulations in a fiscally responsible manner as their top wastewater priority. In Livermore, for instance, compliance with nutrient limits could raise sewer rates “by as much as 25-30%.” From their perspective, this challenge has been unnecessarily complicated by the Regional Board’s decision not to count their prior diversion of effluent from the San Francisco Bay through nonpotable reuse towards their current responsibility to lower overall nutrient limits. Both agencies are investigating alternatives “to find the most cost-effective way to sustainably meet this mandate” while simultaneously continuing to meet with Regional Board staff to see what allowance might be made for their past efforts.

The broader regulatory environment remains a pressing concern as well; specifically, looming regulations on PFAS and microplastics. As one manager put it, “We don’t have a big staff and it seems like there’s a new thing all the time, and sometimes the regulations conflict with one another.” Other priorities include the challenge of training new staff—the flipside of having successfully surfed the “silver tsunami” as baby boomers retired over the past decades.

3.3.3. Other Agencies

In addition to the Alameda County utilities, we also spoke with representatives of Central San and San Francisco Public Utilities Commission (SFPUC), both of which have been involved in efforts to develop recycled water in Alameda County. Like its partners to the south, Central San must meet the new nutrient limits, and they are working collaboratively on a project to divert sewage flow from Central San to DSRSD to augment their summer recycled water flows. SFPUC has recently investigated with USD and ACWD and USD the potential to produce potable water to augment their drinking water supply. This study was led by ACWD with significant energy, engagement, funding, and involvement from USD and SFPUC. The study evaluated purifying USD wastewater for non-potable reuse and associated diversion of a portion of ACWD’s brackish desalination production to augment SFPUC supplies. SFPUC, in particular, has determined that funding recycled water projects in surrounding counties may offer a more economical way to enhance their water resilience than constructing reuse facilities in the middle of San Francisco. This has motivated them to seek partnerships with several communities in the Bay Area.

3.3.4. Observations

Throughout the dozens of hours of interviews and subsequent conversations, we were continually impressed by how Alameda County utility managers are working to maintain their high standards of reliable and consistent water and wastewater services under constantly changing conditions and regulations while maintaining affordable rates. These combined technical and financial constraints were regularly highlighted by managers when they described the obstacles to water reuse, as summarized in short, while Alameda County water agency managers are generally supportive of reuse and recognize its many benefits, the near-term availability of lower cost supply options mean reuse tends to remain a long-term alternative.

In assessing the costs of water recycling, neither water supply nor wastewater agencies often consider the potential for cost sharing agreements with other agencies. For example, in responding to the new Regional Board nutrient discharge limits wastewater agencies have expressed a preference for treatment options that will allow them to meet nutrient limits on their own within the Regional Board's 10-year compliance timeframe and without requiring the negotiations of complex interagency agreements. This overlooks the possibility that while recycled water is not the cheapest way to remove nutrients or the least expensive alternative water supply, it might be the most cost-effective to accomplish both ends.

Wastewater managers in the Tri-Valley area in particular have stated that they would be more interested in expanding their recycled water projects if the new permit were revised to provide additional time for project planning and if the Board would credit them for both past and future recycling investments. To that end, a county-wide forum focusing on sustainable water strategies (including reuse) might be in a stronger position to convince the Board to consider such a change. On the whole, however, water agency managers on both sides of the county appear to consider increased water recycling a long-term management strategy rather than an immediate priority.

Water managers often acknowledged the multiple benefits generated by the recycled water projects they evaluated, many indicating that they would be using recycled water "eventually."

Table 3.1 Summary of Utility Manager Concerns

Agency	Priority Concerns	Reuse Drivers
Alameda County Water District (ACWD)	<ul style="list-style-type: none"> • Cybersecurity • Earthquakes • Regulatory uncertainty • Reliability and Resilience • Affordability 	<ul style="list-style-type: none"> • A water supply that meets future development demands • Development of use cases for non-potable and potable reuse • Declining availability/reliability of existing resources • Cost-benefit analysis that makes sense for the community • Timing and effectiveness of demand reduction, water use efficiency
Castro Valley Sanitary District (CVSan)	<ul style="list-style-type: none"> • Infiltration and inflow • Regulatory compliance 	<ul style="list-style-type: none"> • Need for reuse decreased since nitrogen load dropped by 50%
Dublin San Ramon Services District (DSRSD)	<ul style="list-style-type: none"> • Regulatory uncertainty • Impact of regulations and project costs on rates • Workforce development and training 	<ul style="list-style-type: none"> • Maximize local and sustainable water resource. • Reduce nutrient discharges to the San Francisco Bay.
East Bay Dischargers Authority (EBDA)	<ul style="list-style-type: none"> • Nutrient regulations • Serving as a resource • Advocating for member agencies 	<ul style="list-style-type: none"> • Between water supply needs and nutrient regulations, at some point in the future large-scale investment in reuse will make sense. But not right now.
East Bay Municipal Utility District (EBMUD)	<ul style="list-style-type: none"> • Aging infrastructure • Challenge of climate change. • Maintain affordable water rates. 	<ul style="list-style-type: none"> • Supplies appear adequate in the near term even in extreme drought. • Potable reuse isn't part of the equation for the next 10 years.
City of Hayward	<ul style="list-style-type: none"> • High cost of nutrient regulations • Rate increases > 20% per year. • Sewer overflows from I/I • Illegal dumping in sanitary sewers 	<ul style="list-style-type: none"> • Additional demand from industrial users could justify an expanded reuse program, but they would have to pay for it.
City of Livermore	<ul style="list-style-type: none"> • Meet water use goals w/conservation, education. • Implementing new cross-connection guidelines. • Nutrient management 	<ul style="list-style-type: none"> • Recycled water plays an important role in supplementing available potable water supplies and reducing flows into the LAVWMA pipeline
Ora Loma Sanitary District (OLSD)	<ul style="list-style-type: none"> • Infiltration and inflow resulting in 8X peaking. • Highest rate hikes in history (15%/year for 5 years) • Regulatory uncertainty in nutrient permit 	<ul style="list-style-type: none"> • Since CV San/OLSD dropped nitrogen load by 50% the need to reuse water for nutrient reduction has decreased.
Union Sanitary District (USD)	<ul style="list-style-type: none"> • Managing a \$0.5 billion plant upgrade • Decarbonizing; electrifying fleet. • Sea level rise 	<ul style="list-style-type: none"> • Nutrient removal projects offsets the benefit of reducing nitrogen and phosphorus through reuse. • Cost of providing recycled water service
Zone 7 Water Agency	<ul style="list-style-type: none"> • Supply reliability; reduce reliance on imported water • Flood protection • Climate change • Water quality regulations; PFAS/PFOS treatment 	<ul style="list-style-type: none"> • Water reuse projects by others included in Zone 7's reliability strategy. • Zone 7 has been a willing participant in regional reuse studies.

However, their selection of water portfolio alternatives are guided by evaluations of all facets of the candidate projects, including supply resiliency under multiple demand scenarios, environmental sustainability, the regulatory environment, water quality, feasibility, affordability and the financial burden placed on their communities. In short, while Alameda County water agency managers are generally supportive of reuse and recognize its many benefits, the near-term availability of lower cost supply options mean reuse tends to remain a long-term alternative.⁴⁴

In assessing the costs of water recycling, neither water supply nor wastewater agencies often consider the potential for cost sharing agreements with other agencies. For example, in responding to the new Regional Board nutrient discharge limits wastewater agencies have expressed a preference for treatment options that will allow them to meet nutrient limits on their own within the Regional Board's 10-year compliance timeframe and without requiring the negotiations of complex interagency agreements. This overlooks the possibility that while recycled water is not the cheapest way to remove nutrients or the least expensive alternative water supply, it might be the most cost-effective to accomplish both ends.

Wastewater managers in the Tri-Valley area in particular have stated that they would be more interested in expanding their recycled water projects if the new permit were revised to provide additional time for project planning and if the Board would credit them for both past and future recycling investments. To that end, a county-wide forum focusing on sustainable water strategies (including reuse) might be in a stronger position to convince the Board to consider such a change. On the whole, however, water agency managers on both sides of the county appear to consider increased water recycling a long-term management strategy rather than an immediate priority.

3.4. Summary of May 21, 2025 Workshop

On May 21, 2025 we presented the results of our review of agency reports and our agency interviews with representatives from Alameda County utilities. A list of attendees and their respective agencies is included in Attachment 3, and a copy of the team presentations is included in Attachment 4.

Following the presentations, workshop participants provided feedback on the recommendation to create a Countywide Resilience Forum. Some water agency managers doubted that their agencies would gain from discussions with others since agencies with different water supplies operate under different constraints. Others preferred meeting in smaller sub-regional groups (specifically with either Tri-Valley or Bayside agencies), while several managers suggested that, since they already attended a number of Bay Area-wide meetings (e.g. BACWA, BARR) these discussions could more conveniently occur in those existing settings.

⁴⁴ A contrary viewpoint has been offered by Chow et al. (2024) with respect to the evaluation of reuse in Southern California. Regarding conventional cost benefit analysis of water reuse they write, "The challenge with this assessment is it compares the cost of available supplies, while not fully considering their unavailability due to climate change in the future. Utilities elsewhere have begun to look at the costs of investments in climate adaptation in a way that considers the economic costs of disruption of the water supply as the better comparator."

With those reservations in mind, workshop participants then provided additional thoughts about what kind of forum (if any) they would be willing to participate in, how it might be structured, and what topics they would like to study and discuss. Items of interest included:

- An investigation of resiliency, including seismic events, cybersecurity, power outages, the impact of wildfire on water supply and other threats to water and wastewater systems
- The concept of an "economy of scope," using recycled water as an example, and the potential cost savings and benefits of integrating water supply and wastewater protection.
- The potential for capturing rainwater for reuse, fire protection and vegetation support.
- The impact of sea level rise and “shoreline resilience”
- Agencies share their modeling techniques and assumptions for estimating drought and the impact of climate change, including how long to extend drought in scenario planning.
- How to better collaborate for state and federal funding.
- The potential for collaborative public education and outreach around water reuse, conservation, and other matters.

Attendees also shared a range of opinions about the structure and organization of a countywide forum, the participants to be included, and the frequency of meetings. All agreed that it would be important for the group to articulate a clear purpose for regular meetings, which might begin on a quarterly basis.

With respect to who should participate in a forum devoted to resiliency planning, some agency managers were reluctant to invite elected officials, regulators, or other local stakeholders in the Forum, suggesting that their involvement should be left for later consideration by the initial participants. Starting smaller was seen as important as a practical matter. On the other hand, these stakeholders play an important role in making decisions about future utility plans and at some point would benefit from participating in these discussions. As a compromise, one agency manager suggested hosting an annual event at which all stakeholders would be invited to learn about the topics addressed during the previous year.

At the end of the meeting, it was noted that as a countywide meeting was recommended in the 2021 Municipal Services Review (MSR) a meeting developed along the lines discussed should be convened within two years when the next MSR for water-related agencies is scheduled to occur.

3.5. Summary of January 15, 2026 Manager Call

In December 2025 a draft of this report was circulated to all the agency managers contacted in the course of its preparation. A conference call was held on January 15, 2026 during which managers shared a number of suggestions, several of which are highlighted in the first section of this report.⁴⁵ They include the need to acknowledge the degree to which Alameda County water and wastewater agencies currently cooperate, the many significant water recycling projects they have implemented together, and the extent to which they have become experienced at modeling and planning for

⁴⁵ [Section 1. Executive Summary, \(p.6\)](#)

future risks, including climate change. It is also important to emphasize that water reuse, while beneficial, is not always the best alternative, either as a water supply or wastewater management option. This is due in part to the relatively high cost recycled water projects and the responsibility of agency managers to make water and wastewater services affordable to all residents in the community.⁴⁶

Several managers also suggested that the initial recommendation in the 2021 MSR to convene a Countywide Regional Water and Wastewater Committee resulted from a lack of familiarity with the work already accomplished by the agencies. To the extent that this may be true, it reinforces our opinion that a meeting between managers and elected officials from different agencies could be highly productive.

4. Next Steps: Alameda County Water Resilience Forum

In conclusion, we recommend that a representative group of managers and elected officials of Alameda County water-related agencies participate in an initial countywide forum to share their understanding of future risks and their plans for responding to them, and consider how the county as a whole might be better equipped to provide resilient water, wastewater, and stormwater management services over the next several decades.

Who should attend this forum? Participation at the management level (GMs, AGMs, division managers) seems appropriate given the importance of the issues discussed, as are staff engaged in developing policy. At some point, technical staff may also be involved to provide specific details about planned projects. Since the managers interviewed expressed concern that some board members are not adequately informed about the extent to which agencies have planned for the future, and since these boards are ultimately responsible for approving resilience projects, it seems appropriate to include elected officials in the initial conversation as well. Following this initial meeting, the participants could jointly decide who should meet regularly, or whether to present their findings to elected officials at an annual meeting as occurs elsewhere (e.g. [Kern County Water Summit](#), [Sacramento's Water Forum](#)).

Representatives from other counties (SFPUC, Central San) could also be included, and subgroups might also be subsequently convened (e.g. Bayside and Tri-Valley agencies). At this point it seems prudent to allow the participants who attend the initial meeting to make those determinations.

A simple agenda for an initial meeting is included in Attachment 5. The goal of this initial meeting is threefold:

1. to create consensus around the meaning of resilience as applied to these discussions;
2. to develop a statement of purpose to guide future meetings; and

⁴⁶ Without disputing the fact that water reuse projects are capital intensive and have significant impact on rates, sometimes the expense can be justified by the value of avoided costs as well as benefits not readily monetized such as recycled water's value as a hedge against future shortages. See Chow (2024) and other studies referenced above.

3. to develop a schedule of future meetings to study this topic.

Activities of interest to the participants in the May 2025 workshop included expert presentations on resilience topics, agency information sharing about their current practices (e.g. calculation of drought effect) and hearing from agencies in other parts of the state about effective techniques and strategies. It is also important that the Resilience Forum should support the collective pursuit of increased federal and state funding for eligible water projects by highlighting opportunities for the development of joint initiatives that provide multiple benefits to the community.

To stimulate the discussion of what they might accomplish together and to articulate the purpose of the Forum, it will be useful to provide an example of what might occur in future meetings. We suggest that two (or more) agency representatives be invited to present the different ways they manage for resilience, for example by sharing their approaches to estimating the impact of climate change on water supply in the event of extreme drought. Alternatively, a national or state or academic expert on some aspects of resilience planning could be invited to speak on a topic of interest, or even water managers from a different watershed.

There are a number of ways the forum could be organized institutionally; it is important, however, that the participants decide for themselves how best to move forward. For example, a steering committee of 3-5 participating agencies could help translate the interests of the group into future programs. A countywide organization with a specific interest in supporting water and wastewater agencies might also be selected to host the Forum. Suggestions to date have included the [Alameda County Special Districts Association \(SDA\)](#); the [Pacific Institute](#) (a local nonprofit water policy group with extensive expertise in sustainable water use); and [Bay Area One Water Network](#), (an initiative managed through the San Francisco Estuary Partnership to encourage collaboration between Bay Area water agencies). A formal facilitator might also be engaged to guide discussions and keep the meetings on track.

While there should be no prerequisites to attendance of the initial meeting, it would be appropriate to provide some structure to participation such as a Memorandum of Agreement among participants. Cost of the Forum will depend upon the level of participation, the type of presentations selected, and the availability of funding and in-kind services from participating utilities.

To drive the agendas, participants could be encouraged to list and rank the threats to reliability (Meeting #1); assess the adequacy of existing methods to respond to those threats (Meeting #2); discuss what each agency could do individually and together to implement more effective strategies (Meeting #3); and prioritize actions they could take individually, bilaterally, and jointly at different scales (Meeting #4). The continued participation of managers and boards members will offer an initial measure of effectiveness, which can be assessed annually based on the extent to which they have developed a shared understanding of resilience and a knowledge of projects undertaken throughout the county. Ultimately, the value of the forum can be gauged by the increase in implementation of interagency projects undertaken in Alameda County.

References

- ACWD. (2011). *25-Year Capital Improvement Program FY 2011/12-2035/36*. Fremont: Alameda County Water District.
- ACWD. (2020). *Urban Water Management Plan 2020-2025*. Fremont: Alameda County Water District.
- ACWD. (2021). *Urban Water Management Plan 2020-2025 Final Version Including Minor Edits*. Fremont: Alameda County Water District. Retrieved from <https://www.acwd.org/DocumentCenter/View/4116/Final-2020-2025-UWMP-Version-Including-Minor-Edits>
- ACWD. (2023). *"Purified Water Feasibility Evaluation" cited in BAWSCA One Water Sreliability Roundtable Series Report*. Fremont: Alameda County Water District.
- ACWD. (2023). *Alameda County Water District Climate Adaptation Plan*. Fremont (CA): Alameda County Water District. Retrieved from <https://www.acwd.org/DocumentCenter/View/4928/Climate-Adaptation-Plan-CAP-Final-Report-March-2023>
- ACWD. (2025, October 13). *ACWD Fact Sheet*. Retrieved from Alameda County Water District: <https://www.acwd.org/93/Fact-Sheet>
- Alameda County. (2014). *Community Climate Action Plan*. Hayward: Alameda County. Retrieved from https://www.acgov.org/cda/planning/generalplans/documents/110603_Alameda_CCAP_Final.pdf
- Alameda LAFCO. (2023, October 6). REQUEST FOR PROPOSALS-Countywide Regional Water and Wastewater COmmittee. Hayward, California: Alameda County LAFCO.
- Albeck-Ripka, L. (2022, September 2). Toxic Red Tide Kills ‘Uncountable’ Numbers of Fish in the Bay Area. *New York Times*, p. p. 12. Retrieved from <https://www.nytimes.com/2022/08/30/us/fish-dead-algae-bloom-california.html?searchResultPosition=1>
- BARR. (2015). Memorandum of Agreement Between ACWD, ACFCWCD, CCWD, Zone 7, SFPUC, BAWSCA, EBMUD, SCVWD. Oakland, CA. Retrieved from https://www.bayareareliability.com/uploads/barr_mou_final_2015_09_28.pdf
- BAWSCA. (2023). *One Water Reliability Roundtable Series Report*. San Mateo, CA. Retrieved from https://bawasca.org/uploads/userfiles/files/BAWSCA_Roundtable%20Report_Mar%202023.pdf
- Bay Area Census. (2025, October 9). *Historical Data (by City)*. Retrieved from Bay Area Census : [https://census.bayareametro.gov/historical-data/\[1970-1990\]/\[city\]](https://census.bayareametro.gov/historical-data/[1970-1990]/[city])
- CA SWRCB. (2025, September 23). *Volumetric Annual Reporting of Wastewater and Recycled Water*. Retrieved September 25, 2025, from California State Water Resources Control Board: https://www.waterboards.ca.gov/water_issues/programs/recycled_water/docs/2024/infographic-2023.pdf
- Cal Water. (2021). *Urban Water Management Plan-Llivermore District*. San Jose: California Water Service .
- Chow, N. P. (2024). *The Resilience Value of Recycled Water for Los Angeles*. UCLA Luskin Center for Innovation. Los Angeles: UCLA. Retrieved from <https://innovation.luskin.ucla.edu/wp-content/uploads/2024/11/The-Resilience-Value-of-Recycled-Water-for-Los-Angeles.pdf>
- City of Hayward. (2021). *2020 Urban Water Management Plan*. Hayward CA: City of Hayward.
- City of Hayward. (2024). *Request for Proposals--Recycled Water Master Plan*. Hayward CA: City of Hayward.
- City of Hayward. (2025a). *Wastewater Treatment Facility*. Retrieved September 25, 2025, from City of Hayward: <https://www.hayward-ca.gov/services/city-services/wastewater-treatment-facility>
- City of Hayward. (2025b, September 25). *Hayward Recycled Water Project*. Retrieved September 25, 2025, from City of Hayward: <https://www.hayward-ca.gov/your-government/departments/utilities-environmental-services/recycled-water>

- City of Livermore. (2021). *2020 Urban Water Management Plan*. Livermore (CA): City of Livermore. Retrieved October 13, 2025, from <https://www.livermoreca.gov/home/showpublisheddocument/7524/638192345835370000>
- City of Livermore. (2022). *2022 Climate Action Plan*. Livermore. Retrieved October 7, 2025, from <https://www.livermoreca.gov/home/showpublisheddocument/10475/638254583122370000>
- City of Livermore. (2025a). *Wastewater Service*. Retrieved September 25, 2025, from City of Livermore: <https://www.livermoreca.gov/departments/public-works/water-resources/wastewater-service>
- City of Livermore. (2025b, October 13). *Livermore Water Reclamation Plant*. Retrieved from City of Livermore: <https://www.livermoreca.gov/departments/public-works/water-resources/wastewater-service/livermore-water-reclamation-plant>
- City of Oakland. (2020). *Oakland 2030 Equitable Climate Action Plan*. Oakland: City of Oakland. Retrieved October 7, 2025, from <https://www.oaklandca.gov/files/assets/city/v/1/public-works/documents/sustainability/ecap/oakland-ecap-07-24.pdf>
- City of Pleasanton. (2023). *Climate Action Plan 2.0 Summary*. Pleasanton: City of Pleasanton. Retrieved October 7, 2025, from <https://www.cityofpleasantonca.gov/assets/our-government/key-initiatives/climate-action-plan/summary-climate-action-plan-2023-02-21.pdf>
- City of Pleasanton. (2025, October 13). *About Our Water*. Retrieved from City of Pleasanton: <https://www.cityofpleasantonca.gov/our-government/pleasanton-water/about-our-water/>
- City of Pleasanton. (2025, October 13). *About Pleasanton*. Retrieved from City of Pleasanton: <https://www.cityofpleasantonca.gov/your-community/about-pleasanton/>
- City of San Leandro. (2025, September 24). *About Water Pollution Control*. Retrieved from City of San Leandro: <https://www.sanleandro.org/896/About-Water-Pollution-Control>
- Corbett, M. R. (2005). *Historical and Cultural Resource Survey: East Alameda County*. Hayward: Alameda County Community Development Agency.
- Covey, S. R. (1989). *The 7 Habits of Highly Effective People*. New York: Simon and Schuster.
- CV San. (2025). *Castro Valley Sanitary District Strategic Plan (2019-2024)*. Castro Valley (CA): Castro Valley Sanitary Agency. Retrieved October 13, 2025, from https://cms3.revize.com/revize/castrovalley/Transparency/Strategic%20Plan/Strategic%20Plan%202019-2024%20Final_2019-10-25.pdf
- DERWA. (2024). *Recycled Water Supply Management Plan*. Dublin: DSRSD-EBMUD Recycled Water Authority. Retrieved from <http://www.srvrwp.org/pdf/20240306-supp-recycled-water-supply.pdf>
- Deslatte, A., Adams, J. A., Cheema, F., Barnes, J. L., Koebele, E. A., & Vicario, S. A. (2025, August 1). Understanding the Impact of Institutions on Climate-Adaptive Action Inference in Urban Water Systems. *Policy Studies Journal*, 53(5), Pages 637-653. Retrieved November 2, 2025, from <https://doi.org/10.1111/psj.70060>
- DSRSD. (2003). *Dublin San Ramon Services District: The First 50 Years*. Dublin: Dublin San Ramon Services District. Retrieved from <https://www.drsrd.com/home/showpublisheddocument/720/635434596008430000>
- DSRSD. (2010). *Annex to 2010 Association of Bay Area Governments Local Hazard Mitigation Plan: Taming Natural Disasters*. Pleasanton, CA: Dublin San Ramon Services District. Retrieved October 13, 2025, from <https://abag.ca.gov/sites/default/files/drsrd-annex-2011.pdf>
- DSRSD. (2021). *2021 Alternative Water Supply Study*. Dublin CA. Retrieved from <https://www.drsrd.com/home/showpublisheddocument/7747/637602093234970000>
- DSRSD. (2025, October 13). *District At A Glance*. Retrieved from DSRSD: <https://www.drsrd.com/home/showpublisheddocument/9552/638827382449630000>

- DSRSD-EBMUD Recycled Water Authority. (2024, March 6). *Recycled Water Supply Management Plan*. Retrieved September 26, 2025, from San Ramon: 20240306-supp-recycled-water-supply
- DWR. (2015). *Perspectives and Guidance for Climate Change Analysis*. Sacramento: California Department of Water Resources. Retrieved November 9, 2015, from <https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/All-Programs/Climate-Change-Program/Climate-Program-Activities/Files/Reports/Perspectives-Guidance-Climate-Change-Analysis.pdf>
- EBDA. (2015). *SEA LEVEL RISE ADAPTATION PLANNING PROJECT*. Hayward: East Bay Dischargers Authority. Retrieved from https://ebda.org/wp-content/uploads/2015/08/EBDA-Climate-Ready-Final-Report_August2015_0.pdf
- EBMUD. (2021). *EBMUD Urban Water Management Plan 2020*. Oakland: EBMUD. Retrieved from <file:///C:/Users/eric/Downloads/UWMP-2020-FINAL-bookmarks.pdf>
- EBMUD. (2021). *Urban Water Management Plan 2020*. Oakland: East Bay Municipal Utility District.
- EBMUD. (2022). *Sewer System Management Plan*. Oakland: East Bay Municipal Utility District. Retrieved October 13, 2025, from https://www.ebmud.com/download_file/force/9151/735?UWMP-2020-FINAL-bookmarks.pdf
- EBMUD. (2024). *2024 Climate Action Plan Update*. Oakland, CA: East Bay Municipal Utility District. Retrieved from file:///C:/Users/eric/Downloads/Climate_Action_Plan_Update_Final.pdf
- EBMUD. (2024, December). *Recycled Water Strategic Plan Update - Summary*. Retrieved September 26, 2025, from https://www.ebmud.com/download_file/force/49838/709?RWSP_Summary_Final_Web_1.pdf
- EBMUD. (2025). *Recycled Water Strategic Plan 2024 Update*. Oakland: East Bay Municipal Utility District. Retrieved from https://www.ebmud.com/download_file/force/49836/709?Recycled_Water_Strategic_Plan_2025_Update_Final.pdf
- EBMUD. (2025). *Recycled Water Strategic Plan 2024 Update: Report to BACWA (7/15/25)*. Oakland: EBMUD. Retrieved from <https://bacwa.org/wp-content/uploads/2025/07/EBMUD-Recycled-Water-Strategic-Plan-Update-2025-07-15.pdf>
- Emerson, K., & Nabatchi, T. (2015). *Collaborative Governance Regimes*. Washington, DC: Georgetown University Press.
- Hazen and Sawyer. (2023). *Zone 7 2022 Water Supply Evaluation Update*. Livermore: Zone 7. Retrieved from https://www.zone7waterca.gov/sites/main/files/file-attachments/draft_zone_7_2022_wse_update_2023.03.pdf?1685462831
- Hertzberg. (2019). *Hertzberg,, Weinter Introduce Legislation to Encourage Water Recycling*. Sacramento: Office of State Senator Bob Hertzberg. Retrieved from <https://sd18.senate.ca.gov/news/2202019-hertzberg-wiener-introduce-legislation-encourage-water-recycling>
- Noble, J. W. (1970). *It's Name Was M.U.D.: A Story of Water*. Oakland: East Bay Municipal Utility District (EBMUD).
- OLSD. (2025, October 13). *Oro Loma Mission Statement*. Retrieved from Oro Loma Sanitary District: <https://oroloma.org/about-oro-loma-general-information/>
- Ora Loma Sanitary District (OLSD). (2025). *Statistical Information*. Retrieved September 25, 2025, from Ora Loma Sanitary District: <https://oroloma.org/statistical-information/>
- Pierce, M. A. (2021). *Documentary History of American Water-works*. Livermore: Morris A. Pierce. Retrieved from <http://www.waterworkshistory.us/CA/Livermore/>

- Piraino, P. A. (2015). *Our First 100 Years: A Comprehensive History of Alameda County Water District*. Fremont CA: ACWD. Retrieved from <https://www.acwd.org/DocumentCenter/View/1144/Our-First-100-Years---A-Comprehensive-History-of-the-Alameda-County-Water-District>
- Quad Knopf Consultants. (2021). *Alameda LAFCO Countywide Municipal Services Review on Water, Wastewater, Flood Control, and Stormwater Services*. Hayward: Alameda LAFCO. Retrieved May 10, 2023, from <https://alamedalafco.org/wp-content/uploads/2022/03/Alameda-LAFCO-MSR-November-2021-adopted-resized.pdf>
- Quick, K. S., & Feldman, M. S. (2014, July). Boundaries as Junctures: Collaborative Boundary Work for Building Efficient Resilience. *Journal of Public Administration Research and Theory*, 673-695.
- Randolph, J. (2012). Creating the Climate Change Resilient Community. In B. E. Goldstein, *Collaborative Resilience: Moving Through Crisis to Opportunity* (p. 405). Cambridge, MA: MIT Press. doi:doi:10.7551/mitpress/8752.001.0001
- Reddy, S. (2025). Advanced-Treated Recycle Water: How it Can Help with Nutrient Reduction (Presentation). *BACWA-WateReuse Northern California Joint Nutrient Reduction Workshop*. Martinez, CA: Bay Area Clean Water Agencies/WateReuse Association. Retrieved from <https://bacwa.org/wp-content/uploads/2025/05/WateReuse-BACWA-Nutrient-Removal-Workshop-%E2%80%93Carollo-S-Reddy-2025-04-29.pdf>
- Rosenblum, E., Marcus, F., Raucher, R., Sheikh, B., & Spurlock, S. (2022). *Multi-agency Water Reuse Programs" Lessons for Successful Collaboration*. Washington, DC: USEPA. Retrieved from https://www.epa.gov/system/files/documents/2022-03/multi-agency_water_reuse_programs-lessons_for_successful_collaboration_march_2022.pdf
- SFRWQCB. (2024, July 10). *San Francisco Bay Nutrients Watershed Permit (ORDER R2-2024-0013 NPDES PERMIT CA0038873)*. Retrieved November 10, 2025, from State of California San Francisco Bay Regional Water Quality Control Board: https://www.waterboards.ca.gov/sanfranciscobay/board_decisions/adopted_orders/2024/R2-2024-0013.pdf
- Snower, D. J. (2025). Recoupling: The Driver of Human Success. In P. F. Verschurem, *The Nature and Dynamics of Collaboration* (p. 429). Cambridge, MA: MIT Press. doi:<https://doi.org/10.7551/mitpress/15533.001.0001>
- SPUR. (2022). *Scaling Up Centralized Water Recycling*. San Francisco: San Francisco Bay Area Planning and Urban Research Association. Retrieved September 30, 2025, from https://www.spur.org/sites/default/files/2022-04/SPUR_Watershed_Moments_Case_Study_1.pdf
- Tri-Valley Agencies. (2018). *Joint Tri-Valley Potable Reuse Technical Feasibility Study*. Livermore: Tri-Valley Agencies. Retrieved from https://www.zone7waterca.gov/sites/main/files/file-attachments/potable_reuse_feasibility_study_may-2018.pdf?1619986611
- Union Sanitary District. (2024, September). USD Monitors the Cost of Recycled Water. *USD Tri-City Wastewater*, p. 4. Retrieved from https://unionsanitary.ca.gov/wp-content/uploads/2024/10/USD-Fall_2024_Newsletter-compressed.pdf
- Verschurem, F. P. (2025). Collaboration in Diverse Settings. In F. P. Verschurem, *The Nature and Dynamics of Collaboration*. Cambridge: MIT Press.
- Wikipedia. (2025, October 6). *East Bay Hills and Diablo Range*. Retrieved from Wikipedia: https://en.wikipedia.org/wiki/East_Bay_Hills
- World Population Review. (2025, October 9). *Alameda County, California Cities (2025)* . Retrieved from World Population Review: <https://worldpopulationreview.com/us-cities/california/alameda-county>

- WRF. (2025). *Approaches to Build Strong Partnerships and Solidify Successful Interagency Reuse Projects (In-Process)*. Retrieved from Water Research Foundation:
<https://www.waterrf.org/research/projects/approaches-build-strong-partnerships-and-solidify-successful-interagency-reuse>
- Zone 7. (2021). *2020 Urban Water Management Plan*. Livermore: Zone 7. Retrieved October 13, 2025, from
https://www.zone7waterca.gov/sites/main/files/file-attachments/0_final_2020_uwmp.pdf?1624903044
- Zone 7. (2025). *2024 Annual Report*. Livermore: Zone 7 Water District. Retrieved October 13, 2025, from
https://www.zone7water.com/sites/main/files/file-attachments/zone7-ar-2024_compressed.pdf
- Zone 7 Water Agency. (2021). *2020 Urban Water Management Plan*. Livermore: Zone 7 Water Agency.

Attachment 1. Agencies and Personnel Interviewed

Alameda County Agencies

Alameda County Water District (ACWD)

- Laura Hidas, Director of Water Resources
- Thomas Niesar, Water Resources Planning Manager
- Ed Stevenson, *General Manager*

Castro Valley Sanitary District (CVSan)

- Ralph Johnson, Board Member, CVSD
- Roland Williams, General Manager
- Gary Wolff Ph.D., Castro Valley Citizens Advisory Committee

Dublin San Ramon Services District (DSRSD)

- Jan Lee, General Manager
- Steve Delight, Engineering and Technical Services Director

East Bay Dischargers Authority (EBDA)

- Jaqueline (Jackie) Zipkin, General Manager

East Bay Municipal Utilities District (EBMUD)

- Clifford Chan, General Manager
- Michael Tognolini, Director of Water and Natural Resources

City of Hayward

- Alex Ameri, Director of Public Works

City of Livermore

- Anthony Smith, Water Resources Director

Ora Loma Sanitary District

- Jimmy Dang, General Manager
- Bill Halstead, District Engineer

Union Sanitary District (USD)

- Paul Eldredge, General Manager
- Raymond Chau, Technical Services Work Group Manager
- Richard Thow, Customer Service Team Coach

Zone 7 Water Agency

- Valerie Pryor, General Manager
- Neeta Bijoor, Integrated Planning Manager
- Lillian Xie, Associate Engineer

Agencies Outside Alameda County

Central Contra Costa Sanitary District (Central San)

- Melody LaBella Resource Recovery Program Manager
- Roger Bailey, General Manager

San Francisco Public Utilities Commission (SFPUC)

- Manisha Kothari, Manager, Alternative Water Supply Planning, Water Resources Division
- YinLan Zhang, Associate Engineer, USD and ACWD project

Attachment 2. Existing Collaborations Between Alameda County Utilities

The following table lists selected collaborations between Alameda County water, wastewater, and stormwater agencies and others.

<i>Regional and Local Collaborations</i>	<i>Alameda Agencies</i>	<i>Type</i>	<i>Purpose/Activities (Participating Agencies)</i>
<i>Water Agency Collaborations</i>			
<i>Tri-Valley Water Partners</i> https://trivalleywater.org/partners/	<ul style="list-style-type: none"> • Zone 7 • Cal Water • Livermore • Pleasanton DSRSD	Multi-Party Coalition (MOA)	A collaborative between Zone 7 Water Agency and local water retailers—California Water Service (Cal Water), City of Livermore, City of Pleasanton, and Dublin San Ramon Services District—to address collective water needs “now and for future generations.”
<i>Bay Area Regional Reliability Program (BARR)</i> https://www.bayareareliability.com/	<ul style="list-style-type: none"> • ACWD • EBMUD Zone 7	Regional Water Coalition (MOA)	The BARR partnership was established in 2014 to cooperatively address water supply reliability concerns and drought preparedness on a mutually beneficial and regionally focused basis.
<i>Bay Area Water Supply & Conservation Agency</i> bawasca.org	<ul style="list-style-type: none"> • ACWD • Hayward 	Regional Special District (JPA) (BARR, 2015)	BAWSCA was formed in 2003 to represent the interests of 16 cities, 8 water districts, and 2 private water providers in Alameda, San Mateo and Santa Clara Counties that purchase water from SFPUC “to ensure a reliable and high-quality water supply at a fair price.”
<i>Wastewater Agency Collaborations</i>			
<i>Bay Area Clean Water Agencies (BACWA)</i> http://www.bacwa.org/	<ul style="list-style-type: none"> • EBDA[†] • EBMUD • USD • DSRSD* • Livermore** • Pleasanton* 	Regional Agency Wastewater Coalition (JPA)	<p>“BACWA is a local government agency created [in 1984] by a JPA ... to assist agencies that provide sanitary sewer services* to >7 million people in the 9-county Bay Area in carrying out mutually beneficial projects.”</p> <p>[Water agencies participate in Recycled Water Committee, BACC and BAWWEC]</p> <p>*Associate **Affiliate [†]On behalf of its member agencies.</p>
<i>Stormwater Agency Collaborations</i>			
<i>Alameda Countywide Clean Water Program</i> https://cleanwaterprogram.org/ <i>Bay Area Municipal</i>	<ul style="list-style-type: none"> • Alameda County Flood Control District • Zone 7 	Regional Collaboration (MOA)	The Clean Water program facilitates local compliance with the Federal Clean Water Act by “educating on how to prevent stormwater pollution“ The Program is also a member of the Bay Area Municipal Stormwater Collaborative . (Also includes the cities of Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, Union City.)

<i>Regional and Local Collaborations</i>	<i>Alameda Agencies</i>	<i>Type</i>	<i>Purpose/Activities (Participating Agencies)</i>
<i>Stormwater Collaborative (BAMS)</i>			
<i>Recycled Water Collaboratives</i>			
<i>DSRSD/EBMUD Recycled Water Authority (DERWA)</i> http://www.derwa.org/agency.html	<ul style="list-style-type: none"> • DSRSD • EBMUD 	Bilateral JPA	The DSRSD-EBMUD Recycled Water Authority (DERWA) was formed in 1995 “to provide a safe, reliable, and consistent supply of recycled water, and to maximize the amount of recycled water delivered.” (
<i>Alternative Water Supply Study – Regional Purified Water Pilot Concept</i>	<ul style="list-style-type: none"> • DSRSD • ACWD • Zone 7 • Livermore • USD • LAVWMA 	Agency-directed Cooperative Study	In 2021, DSRSD completed the Alternative Water Supply Study that recommended exploring a purified water pilot project in partnership with Alameda County Water District and other key stakeholders. In 2022, in partnership with potential stakeholders, completed an initial review of the purified water pilot concept and preliminary technical analysis.
<i>ACWD Purified Water Feasibility Evaluation (PWFE)</i>	<ul style="list-style-type: none"> • ACWD • USD • Also: SFPUC 	Multi-Party Coalition (MOA)	Initiated in 2018, PWFE evaluated the feasibility of the conceptual implementations of Advance Treated Recycled Water (ATRW) to produce purified water with a minimum anticipated flow of 4 mgd through either IPR or DPR.
<i>ACWD Regional Purified Water Pilot Project (RPWPP-Phase 2)</i>	<ul style="list-style-type: none"> • ACWD • DSRSD • Livermore • Zone 7 • USD • LAVWMA 	Multi-Party Coalition (MOA)	<i>In 2023, ACWD initiated Phase 2 of the Regional Purified Water Pilot Project to develop a public outreach and education plan to help build public awareness and monitor funding opportunities that could be used to support public outreach efforts for water reuse projects, including a potential regional purified water pilot project.</i>
<i>NorCal WaterReuse</i> www.watereuse.org	<ul style="list-style-type: none"> • EBMUD • DSRSD • Hayward • Livermore • Pleasanton 	Regional Chapter of National Organization <ul style="list-style-type: none"> • Zone 7 	WaterReuse represents a coalition of utilities that recycle water, businesses that support the development of recycled water projects, and consumers of recycled water.
<i>Other Collaborations</i>			

<p><u>Bay Area Consortium for Water and Wastewater Education (BACWWE)</u></p>	<ul style="list-style-type: none"> • DSRSD • EBDA† • EBMUD • Livermore • OLSD • USD • Zone 7 • San Leandro 	<p>Regional-Water + Wastewater (BACWA Special Purpose Project)</p>	<p>To develop a strong pool of candidates for water/wastewater jobs in the Bay Area, BACWWE provides scholarships for education from local, accredited training programs for skills relevant to the industry. Once students are enrolled in an educational program through a local community college, they can apply for reimbursement of tuition fees, and books for industry-relevant courses through BACWWE. † <i>On behalf of its member agencies.</i></p>
<p><u>San Francisco Estuary Institute (SFEI)</u></p>	<ul style="list-style-type: none"> • ACFCWCD • ACRC • Livermore • Pleasanton • DSRSD • EBDA† • EBMUD • USD • 	<p>Regional NGO</p>	<p>The precursor to SFEI, known as the Aquatic Habitat Institute (AHI), was formed in 1986, born out of local agencies’ need for sound, objective scientific information about pollutants and their effects in the Estuary. AHI was transformed into SFEI in 1993 to provide “a coordinated regional monitoring and research strategy to assess the chemical, physical, and biological health of the Estuary.” † <i>On behalf of its member agencies.</i></p>
<p><u>Baywork</u></p>	<ul style="list-style-type: none"> • ACWD • Hayward • DSRSD • Pleasanton • EBMUD • USD • 	<p>Regional San • Livermore • • DSRSD • OLSD • Zone 7</p>	<p>BAYWORK is a network of water and wastewater agencies in the San Francisco Bay Area focused on workforce reliability through regional collaboration. Operational reliability of water and wastewater utilities depends on both having sufficient staff in mission-critical jobs and preparing that staff to do the technical work essential for public health and safety.</p>

Attachment 3. List of Attendees at May 21, 2025 Workshop: “Strategies for Collaboration—Interagency Water and Wastewater Meeting.”

Utility Representatives

Zaheer Shaikh, Utilities Engineering Manager, City of Hayward
David Brazzone, Utilities Planning Manager, City of Pleasanton
Stephanie Nevins, Water Use Efficiency Supervisor, ACWD
Ralph Johnson, President, Board of Directors, CV San and Chair, Alameda LAFCO
Jacqueline Zipkin, General Manager, EBDA
Jan Lee, General Manager, DSRSD
Neeta Bijoor, Principal Water Resources Planner, Zone 7
Andrew Baile, Project Manager, USD
Bill Maggiore, Senior Civil Engineer, EBMUD
Serge Terentieff, Director of Engineering & Construction, EBMUD
Mike Tognolini, Director of Water and Natural Resources, EBMUD
Mary Cousins, Regulatory Programs Manager, BACWA

LAFCO Staff

Rachel Jones, Executive Director, Alameda LAFCO
April Raffel, Commission Clerk, LAFCO

Consulting Team

Eric Rosenblum, Independent Consultant
Shannon Spurlock, Senior Researcher - Public Policy & Practice Uptake, Pacific Institute
David Smith, Principal, Water Innovation Services
Robert Raucher, Principal, Raucher LLC
Felicia Marcus, William C. Landreth Visiting Fellow, Stanford University

Attachment 4. Presentation: Strategies for Collaboration Among Alameda County Water Utilities (May 21, 2025 Workshop)

Analytical Framework for Interagency Collaboration

Governance
Agencies work together best when they recognize how water reuse supports their common goals.

Regulations
Early, ongoing communication between agencies and regulators leads to easier project delivery.

Economics
Identify the whole array of reuse benefits; ratepayers may fund utilities from "different pocket in the same pants."

Management
Build trust through both formal and informal communications.

Leadership
Managers who understand the "economy of scope" and address future challenges can lead people out of their silos.

MULTI-AGENCY WATER REUSE PROGRAMS: Lessons for Successful Collaboration
MARCH 2022

A product of the National Water Reuse Action Plan in association with WATER REUSE

https://www.epa.gov/system/files/documents/2022-03/multi-agency_water_reuse_programs-lessons_for_successful_collaboration_march_2022.pdf

7

Revised Objective

"Develop a framework that facilitates collaboration to help agencies meet their goals through coordinated activities, including reuse."

Approach

- Review agency plans and reports (UWMPs, strategic plans, sustainability/climate change plans)
- Evaluate the goals and effectiveness of existing interagency groups including BARR, IRWM
- Interview Alameda County water supply and wastewater agency managers about their current priorities and concerns**

8

Interviewed agencies

9

Interview Questions

- What are your top two priorities?
- How confident are you in your agency's ability to access enough nonlocal surface water sources to meet demands?
- How do the recent requirements to reduce nutrient discharges to SF Bay the Bay impact your agency?
- How does water reuse fit into your plans? If you're not considering water reuse, why not?
- If you had a magic wand, what would you do today to make water reuse feasible?

10

Summary of responses

Priorities	Challenges
<ul style="list-style-type: none"> Reliability <ul style="list-style-type: none"> Earthquakes Uncertain water allocations Regulations <ul style="list-style-type: none"> Nutrient permit Regulatory uncertainty No credit for past actions Economics <ul style="list-style-type: none"> Affordability Double-digit rate increases Management <ul style="list-style-type: none"> Workforce development Workforce retention 	<ul style="list-style-type: none"> Challenges <ul style="list-style-type: none"> Cybersecurity Illegal dumping Cross-connection guidelines "Conservation as a way of life" Too few state, federal grants, low-interest loans Monetize risk and reliability "Silver Tsunami" Maintaining facilities at the end of service life Challenges <ul style="list-style-type: none"> Aging infrastructure Climate change Flood control New rules for PFAS, microplastics No time to innovate (e.g. reuse) "Middle class" crunch Competition for state, federal grants and low-interest loans Training to meet advanced treatment needs

11

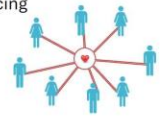
Questions for Today

- How could a countywide or subregional collaborative committee help Alameda County water agencies develop more innovative, cost-effective and resilient solutions to the problems they face?
- What can Alameda County water agencies do today to prepare to reuse water in the future?

12

Common Interests, Shared Concerns

- County utilities are all working hard, “treading water”
- All utilities are impacted by reduced snow, rising Bay temps
- “Faster disasters” expose aging infrastructure
- Utilities compete for funding and financing
- New regulations increase rates
- Workforce recruitment and training
- Utilities share an unknown future




13

Many current collaborations

Collaboration	Type	County Agencies
DERWA	Bilateral JPA	• DSRSD • EBMUD
2021 Alternative Water Supply Study	Cooperative Study	• DSRSD • Zone 7 • ACWD • Central San
ACWD Purified Water Feasibility Evaluation	Multi-Party Coalition (MOA)	• ACWD • SFPUC • USD
ACWD Regional Purified Water Pilot Project Phase 2)	Multi-Party Coalition (MOA)	• ACWD • Zone 7 • DSRSD • USD • Livermore • LAWMA • ACFCWCD
Tri-Valley Water Partners	Multi-Party Coalition (MOA)	• Zone 7 • Pleasanton • Cal Water • DSRSD • Livermore
Bay Area Regional Reliability (BARR)	Regional Water Coalition (MOA)	• ACWD • EBMUD • Zone 7
BACWA Bay Area Chemical Consortium Bay Area Consortium for Water and Wastewater Education	Multiparty JPA	• EBMUD • Pleasanton • DSRSD • Livermore

14

Different answers to common questions



- How reliable is our drinking water supply?
- Are we prepared for climate change?
- Does the public trust recycled water?
- Can we manage the risks of earthquake and other disasters?
- How do the costs and benefits of reuse compare with alternatives?
- Can reuse help us meet the new nutrient permit limits?
- **How does a utility become truly resilient in the face of change?**

15

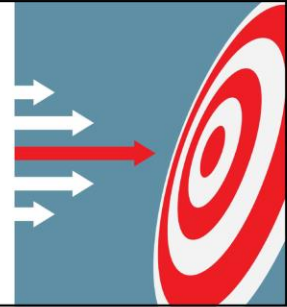
Further Opportunity for Collaboration

- Create a common understanding of reliability and resilience
- Share individual approaches to calculating and managing risks
- **Develop cooperative strategies to design, construct, fund, and finance more reliable and resilient water utilities**



16


Opportunities for interagency engagement



- Topic scope
- Potential outcomes
- Geographic inclusion
- Meeting frequency
- Convenor or sponsor

17

Topic scope



- Water reuse only
- All alternative water supply options
- Joint project funding and financing strategies
- Other water/wastewater collaboration opportunities
- Water resiliency

18


Collaboration opportunity: Reliability and resilience

- Develop a shared understanding of countywide risk and risk management
- Consider how alternative collaborative projects of varying scope and schedule can mitigate risks related to water supply, Bay preservation, and utility resilience
- Create cooperative strategies to design fund, and finance more reliable water utilities
- Investigate examples of other successful collaborations in different locations, sectors

19

Many facets of water resilience

- Evaluating regional climate change risk
- Financial stability and funding options
- Disaster and recovery strategies
- Supply chain reinforcement
- Impacts of climate change
- Workforce development
- Regulatory alignment
- Operational capacity
- Public engagement



20

What Could We Accomplish?

- More responsive regulatory engagements
- More effective funding strategies
- Build resilience capabilities
- Share work/resources to be more efficient
- Build public support for agency missions and initiatives
- Achieve vision for "one water" management
- Draw senior officials and experts directly




21

Big questions, shared solutions

- What are potential impacts of climate change on Alameda County utilities in particular?
- How can Alameda County agencies monetize risk in a way that will communicate to their elected officials and ratepayers?
- What is the value of coordinating Alameda County conservation, stormwater, and/or recycled water projects?
- How could Alameda County utility projects get more funding from Sacramento and Washington?
- What more can Alameda County professionals learn from each other to enhance utility resilience?
- What are "best in class" agencies around the world doing to enhance resilience?



22



What should we think about logistically for our recommendations?

1. What kind of meetings do you like? What kind do you hate?
2. What outcomes make meetings worthwhile?
3. What advantages would justify a countywide meeting?
 - Richer information sharing
 - Opportunity to influence others
 - Ability to attract higher level speakers (e.g. East Bay Leadership Council)
4. What is a tolerable frequency for large meetings?
 - Monthly
 - Bimonthly
 - Quarterly

23

Where, What, Who?

1. At what geographic scale does it make sense to meet?
 1. East Bay or Tri-Valley
 2. Alameda County
 3. Alameda County plus "engaged agencies" (e.g. Central San, SFPUC)
2. Who should attend a countywide regional meeting devoted to resilience?
 - General manager, Assistant GM
 - Water resources or wastewater planning manager
 - Water/wastewater staff
3. When would it be appropriate for elected or appointed officials to attend?



24

Another Who: Potential convenors

- LAFCO
- Bay OWN
- IRWMP
- RWQCB
- BACWA
- BAWSCA
- CSDA
- "Self-convene"
- Other?



The slide features several logos for water-related organizations. At the top left is the Alameda logo. To its right is the Bay Area One Water Network logo, which includes a stylized water drop icon. Below these are the California Special Districts Association logo (with the tagline 'Districts Stronger Together') and the BAWSCA logo (with the tagline 'Bay Area Water Agencies & Communities Support'). At the bottom are the BACWA logo (with the tagline 'Bay Area Clean Water Agencies') and the California Water Boards logo (with the tagline 'Clean Watersheds Only').

25

Next Steps

May-June 2025

Participating Agencies

- Review information from today's workshop
- Consider how your agency could profit
- Identify any more current collaborations
- Forward any additional insights, recommendations

Collaboration Team

- Review information from today's workshop
- Follow up individually as appropriate
- Draft report

26

Attachment 5: Draft Agenda for Initial Meeting of the Alameda County Resilience Forum

Meeting Objective: Create consensus among participating utilities around the value of a joint study of resilience challenges and develop a statement of purpose to guide future meetings

1. Welcome and introductions
2. Present 2021 MSR recommendation and explain Alameda LAFCO's interest in promoting collaboration as a means of developing water reuse.
3. Summarize this report, including the rationale for recommending a "Countywide Resilience Forum" and topics suggested by participants in the May 2025 workshop
4. Sample presentation: "Estimating the Impact of Climate Change on Water Supply: Two Different Approaches"
5. Consider potential outcomes to be achieved through regular meetings and develop consensus around a statement of purpose. (May involve small group discussions.)
6. Discuss basic organizational structure (e.g. memoranda of agreement) and sponsorship (e.g. Alameda County Special Districts Association)
7. Propose a steering committee of 3-5 participating agencies to translate the interests of the group into future programs.
8. Adjourn



TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: **Establish Ad Hoc Public Member Selection Committee**

The Alameda Local Agency Formation Commission (LAFCO) will consider directing the Chair to establish an Ad Hoc Selection Committee for its Public Member Seat set to expire in May 2026.

Information

The terms for Chair Sblendorio will expire in May 2026. A public member recruitment process will therefore need to be initiated.

In preparation of initiating the public member selection process, the Chair will consider establishing an ad hoc committee and appointing members to that committee. The purpose of the ad hoc committee is to provide input into the recruitment process, evaluate applications, interview selected applicants, and make a recommendation to the Commission. As recommended in the public member selection procedures (Attachment 1), members of that committee should include a City member, a County member, and a Special District member.

Below is a tentative member selection process timeline starting on March 6, 2026:

2026 Public Member Recruitment Timeline	
Date	Task
March 6, 2026	Application submittal deadline
March 13, 2026	Applications mailed to ad hoc committee members for review
Week of March 16 th	Ad hoc committee evaluates process and rate applicants
Week of March 23 rd	Finalists notified and informed of interview date
Week of March 30 th	Ad hoc committee members interview finalists
May 14, 2026	Commission receives recommendation from the ad hoc committee and appoints Public Member

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

Direct LAFCO Chair to establish Ad Hoc Selection Committee in step with the Public Member Selection Procedures.

Alternative Two:

Continue the item to a future meeting and provide direction to staff.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Respectfully,

A handwritten signature in blue ink, appearing to read "Rachel Jones", with a long horizontal flourish extending to the right.

Rachel Jones
Executive Officer

Attachments:

1. Public Member Selection Procedures

Proposed Public Member Selection Process

The regular and alternate public members of Alameda LAFCo are selected by the other members of the Commission. At least four affirmative votes are required to appoint the public members, and there must be at least one vote from each of the other appointing authority categories: City, County and Special District.

Unless the Commission gives alternative direction, the following procedure is used to recruit and select public members:

- The Executive Officer or Clerk shall notify the Commission in advance of a public member's term expiration or when such seat becomes vacant.
- The Commission may consider reappointment of a regular and/or alternate public member no more than twice. Subsequently, the Commission will conduct its regular recruitment process as noted below.
- The Commission Chair will appoint an ad hoc public member selection committee consisting of a City member, County member and Special District member.
- The Clerk will provide notice of a vacancy to the clerk or secretary of the legislative body of each city, special district, and the county; will distribute the notice to local media outlets and place a display ad in one or more newspapers of general circulation; will post the notice at the LAFCo office and on the LAFCo website. The notice shall include a summary of the qualifications for the position as specified in Government Code Section 56331 (e.g., can't be an officer or employee of the county, city, or district).
- Interested persons shall submit a written application form provided by LAFCo staff and return the form to the LAFCo office before the deadline. The deadline for applications shall be at least 21 days following the distribution of notice.
- The Clerk shall make and distribute a roster of all applicants and their applications to the members of the ad hoc committee.
- The ad hoc committee will evaluate applications, select candidates to interview, and conduct interviews of selected candidates.
- The ad hoc committee will make a recommendation to the full Commission.
- Alternatively, the ad hoc committee may recommend that all applicants be interviewed by the full Commission.
- The Commission will make a selection as part of the agenda of the first regularly scheduled meeting following the application deadline.
- If no candidate should receive the required votes, then a new recruitment shall be conducted.
- A candidate may withdraw an application before or after the application deadline. If a candidate withdraws an application after the deadline, the candidate shall not be considered for the appointment unless the Commission votes to reopen the process and the person reapplies.
- When a regular public member vacancy occurs, the Commission may consider appointing the alternate public member to the regular public member seat. If the alternate public member is so appointed, then the Commission will proceed with an alternate public member recruitment process.



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

March 12, 2026

Item No. 7

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Draft Operating Budget and Work Plan for FY 2026-2027

The Alameda Local Agency Formation Commission (LAFCO) will consider adopting a draft budget and work plan for fiscal year 2026-2027 in anticipation of taking final action at its next regular meeting. Proposed budget expenses total \$938,142, representing an increase of \$27,287, or 3.0% from the current fiscal year. Proposed budget revenues are matched to expenses with an increase in agency contributions by \$22,287, or 3.9%, in step with a fund balance offset of \$300,000, applied in the same manner as the previous fiscal year with a \$5,000 increase in total amount. Adoption will precede a formal public review and comment period and conclude with final action taken at the next regular meeting scheduled for May 14, 2026.

Background

Alameda LAFCO is responsible under State law to adopt a proposed budget by May 1st and a final budget by June 15th. A mandatory review by all local funding agencies is required between the two adoption periods. Alameda LAFCO’s (“Commission”) annual operating costs are primarily funded by proceeds collected from 29 local public agencies operating within Alameda County. State law specifies the Commission’s operating costs shall be divided in one-third increments between the (a) County of Alameda, (b) 14 cities, and (c) 15 independent special districts with the latter two categories apportioned based on total revenues as provided in the most recent annual report published by the State Controller’s Office. A relatively small portion, typically representing less than one-tenth of total revenues, is also funded from application fees and interest earnings.

Adopted FY 2025-2026 Operating Budget

The Commission’s adopted final budget for fiscal year 2025-2026 totals \$910,255. This amount represents the total approved operating expenditures divided between three active expenses units: salaries and benefits; services and supplies; and internal service charges. A matching revenue total was also budgeted to provide a balanced budget along with the purposeful transfer of \$295,000 from reserves. Budgeted revenues are divided between three active units: agency contributions, application fees; and interest earnings. The total unaudited fund balance as of July 1, 2025 was \$443,627.

Budget Comparison within Bay Area for FY 2025-2026

Bay Area LAFCO Comparables							
LAFCO	Agency Employees	Contract Planners	Local Agencies	Cities	Independent Districts	Dependent Districts	2025-2026 Adopted Budget
Solano	6.0	yes	51	7	17	27	1,630,106
Santa Clara	4.0	no	44	15	20	9	1,464,666
Sonoma	3.0	no	63	9	46	8	1,184,294
Contra Costa	2.0	yes	67	19	19	29	1,047,614
San Mateo	3.0	no	65	9	23	33	923,821
Alameda	2.0	yes	49	14	15	20	910,855
Napa	3.0	yes	23	5	8	10	859,000
Marin	3.0	no	65	11	30	24	704,953
Outside LAFCO Averages...	3.43		54.00	10.7	23.3	20.0	\$ 1,116,350.57

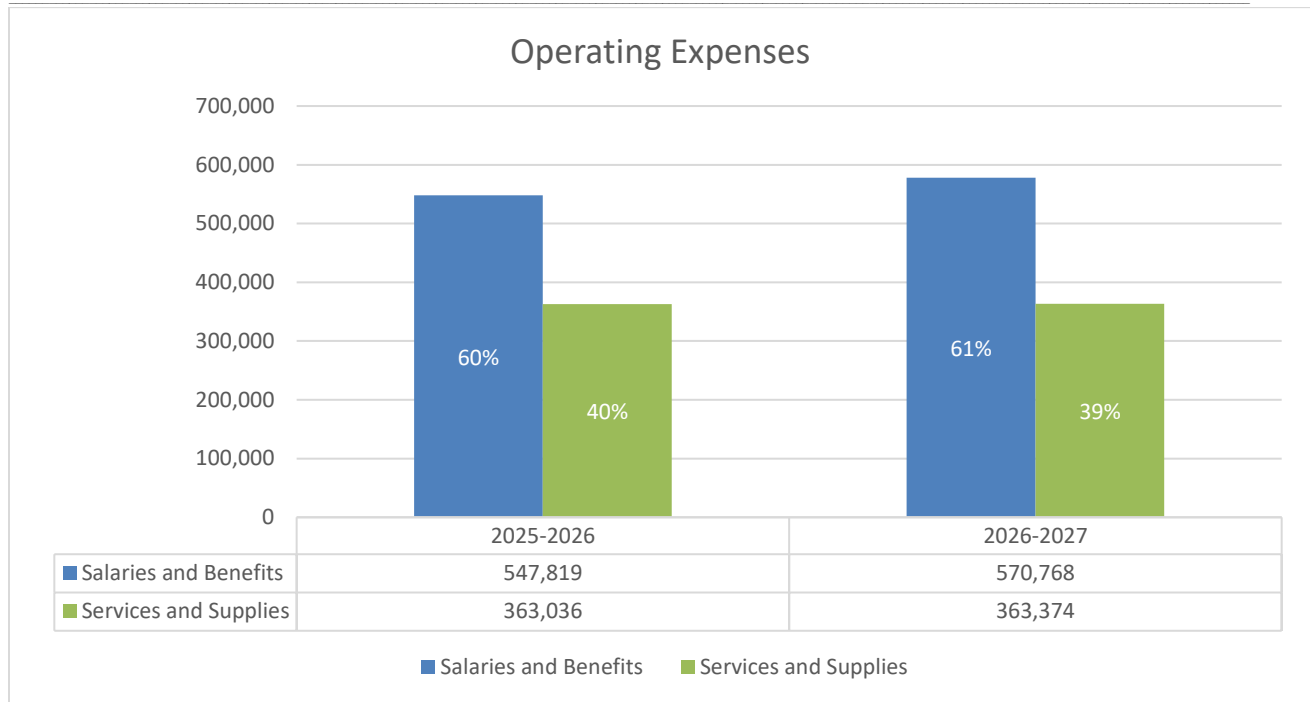
A comparison of Bay Area LAFCO agencies indicates that Alameda LAFCO’s operating budget ranks among the lower levels relative to the size and complexity of its jurisdiction. Despite serving one of the larger and more complex counties in the region, with numerous cities, independent special districts, and service agencies, Alameda LAFCO operates with a comparatively modest budget when measured against peer agencies. This comparison illustrates that Alameda LAFCO maintains a lean operational structure relative to the scale of agencies and service responsibilities within its jurisdiction.

Discussion

This item is for the Commission to consider adopting a proposed (a) operating budget and (b) workplan for the upcoming fiscal year. Adoption of these documents would immediately precede a formal public review and comment period, including providing copies of the proposed budget to the 29 local funding agencies, with final actions scheduled for the Commission’s May 14th regular meeting. A summary of the proposed budget and accompanying work plan follows.

Proposed Operating Budget for FY 2026-2027

The proposed operating budget developed by the Executive Officer sets operating expenses at \$938,142; a net increase of \$27,287, or 3.0% from the current fiscal year. The operating expenses total, divided between labor and non-labor costs, are at a 61% to 39% split. Proposed operating revenues match operating expenses and is covered by drawing down reserves consistent with the practice to help offset and phase any sizable increases to agency contributions. The net effect would be an increase in contributions of \$22,287, or 3.9% from \$572,855 to \$595,142.



Contingencies

Contingencies are integrated into the proposed operating budget devised by the Executive Officer and allocated within its services and supplies costs for each account.

Operating Expenses

It is proposed the **Salaries and Benefits Unit** will increase by \$21,074, or 3.7% over the next fiscal year from \$549,694 to \$570,768. The unit covers labor costs tied to staffing 2.0 full-time employees: Executive Officer and Commission Clerk. Notable adjustments proposed may be reviewed below.

- As Alameda LAFCO now operates as an independent employer, LAFCO will participate in the **Alameda County Employees’ Retirement Association (ACERA)** system, which results in an **approximate 6%** increase in retirement-related costs due to the absence of the Pension Obligation Bond (POB) credit previously received under the County system. Because final plan selections may vary between employees and premium rates can fluctuate annually, the proposed budget incorporates conservative estimates for **health insurance costs**, including an assumed increase of **approximately 16%** to ensure sufficient coverage of potential plan adjustments. These adjustments account for the majority of the personnel cost increases included in the FY 2026–2027 proposed budget.
- As LAFCO assumes responsibility for its own payroll administration through ADP, the budget reflects an estimated 3.0% increase in payroll processing costs associated with transitioning from County-administered payroll services to a standalone payroll system.

It is proposed the **Professional, Administrative, and Education and Travel Unit** will increase by \$6,213, or 1.7% over the next fiscal year from \$361,161 to \$367,374. The unit provides for support services and supplies necessary to operate Alameda LAFCO. Notable adjustments proposed may be reviewed below.

- **Planning Services** – Decreases by **\$2,000**, or **40%**, in the next fiscal year. This adjustment reflects recent expenditure trends and the reduced need for contract planning services based on the number of applications processed during the current fiscal year.
- **County Services** – Increases by **\$2,250**, or **450%**, to account for potential transitional services provided by the County as LAFCO completes its separation and ensures coverage of any remaining administrative support during the transition period.
- **Audit Services** – Increases by **\$2,500**, or **25%**, to support the timely completion of LAFCO’s independent annual audit and ensure compliance with financial reporting requirements.
- **Information Technology** – Decreases by **\$12,873**, or **46%**, from **\$33,219 to \$15,127**, reflecting the completion of LAFCO’s transition from County ITD services to contracted DNI support. The prior fiscal year included temporary overlapping services during the transition.
- **Communications** – Decrease \$1,500 reflect reduced reliance on broadcast services for LAFCO meetings, including Tri-Valley TV coverage, and a reduced need for special meetings now that the agency’s operational transition has been completed.
- **Copier Services** – Increase of \$250 reflects LAFCO’s transition to its own office printer and supplies following separation from the County’s CDA office equipment. Costs now include paper, toner, and maintenance.
- **Office Lease/Rent** – Increases by **\$10,300**, or **55.7%**, reflecting the updated lease agreement with the County’s General Services Agency (GSA) for office space, based on a monthly rent of approximately **\$2,400**.
- **Special Departmental Charges** – Increases by **25%** to accommodate direct purchases and operational expenses now processed through LAFCO rather than through the County’s financial system.
- **Mileage and Travel / Training and Workshops** – Mileage and travel increase by **\$1,000 (40%)**, and training and workshops increase by **\$2,000 (67%)**, supporting attendance at professional conferences, CALAFCO training events, and educational opportunities relevant to LAFCO operations.

LAFCO Independent and Transition Costs

The proposed FY 2026–2027 operating budget totals \$938,142, representing an increase of \$27,287 over the FY 2025–2026 adopted budget of \$910,855. A significant portion of this increase is associated with LAFCO’s transition to independent employer status, including retirement participation through ACERA, employer insurance costs, payroll administration through ADP, independent audit services, and limited transitional support services previously provided by the County. Excluding salary, these transition-related cost increases total approximately **\$21,445**, representing roughly **2.3% of the total operating budget**. The remaining adjustments reflect routine operational changes and modest inflationary increases in services and supplies.

Operating Revenues

It is proposed the **Intergovernmental Unit** will increase by \$27,287, or 3.9% over the next fiscal year from \$572,855 to \$595,142. The unit provides payments received from the 29 local government agencies responsible under State law for funding Alameda LAFCO with apportionments divided in three equal shares among the County of Alameda, 14 cities, and 15 independent special districts. Actual invoice amounts for cities and special districts would be determined by the County Auditor’s Office consistent with the allocation formula outlined under Government Code Section 56383 and based on local revenue tallies.

It is proposed the **Service Charge Unit** remain as is at \$30,000. This unit covers payments received from outside applicants to process change of organizations (annexations, detachments, formations, etc.), outside service extensions, and sphere of influence amendments.

It is proposed the **Interest Earnings Unit** remain as is at \$13,000. This unit reflects interest revenue earned on LAFCO funds held and invested through the County Treasurer. The proposed amount is consistent with interest earnings received in recent quarters and reflects a projection based on current fund balances and market conditions.

It is proposed that the **Unrestricted Fund Balance** is \$471,727. The Commission’s operating budget results in a 33.3% reserve target of approximately \$312,001, placing the Commission \$159,726 above the target reserve level; the balance will be maintained as is to provide additional financial caution during the agency’s transition to independent operations.

Proposed Work Plan for FY 2026-2027

The proposed work plan draws on a review of Alameda LAFCO’s needs and goals by the Executive Officer and ahead of receiving input and direction from the Commission. It outlines 20 specific projects divided between statutory (legislative directives) and administrative (discretionary) activities. The projects are listed in sequence by assigned priority between high, moderate, and low. The majority of the projects are rollover from this current fiscal year with several additional items. A summary of notable high-priority projects follows.

Municipal Services Review on Health Services and EMS/Ambulance Services

The project will consider accessibility of healthcare (including mental health) services to residents within Alameda County. Staff and consultants will partner with stakeholders to scope and define community needs. Staff will look to what other LAFCOs are doing to facilitate the coordination and provision of safety net services.

Countywide Municipal Service Review on Police Protection Services

This study will examine the current provision and need for police services and related financial and governance considerations in the County. The report will consider the potential needs in the unincorporated communities of Fairview, Cherryland, San Lorenzo and Castro Valley and include one special district and the municipal police departments of 14 cities.

Personnel Policies and Review Update

Staff will conduct a comprehensive review and update of LAFCO's personnel policies and procedures to ensure consistency and compliance across the agency's bylaws, employment contracts, financial policies, and employee handbook as LAFCO continues operating as an independent employer.

Strategic Planning Workshop

The Commission will hold a strategic planning workshop to review agency priorities, assess long-term organizational goals, and identify key policy and operational initiatives to guide LAFCO's work program in upcoming fiscal years.

SALC Grant Award

Staff will continue administering and monitoring activities associated with the Sustainable Agricultural Lands Conservation (SALC) grant, including coordination with partner agencies and compliance with grant reporting requirements.

2025-2026 Annual Audit

An independent financial audit will be conducted for FY 2025–2026 to review LAFCO's financial statements, verify fund balances, and ensure compliance with applicable accounting standards and internal control procedures.

Conclusion

The proposed FY 2026–2027 operating budget and work plan respond to Commission direction and reflect the agency's continuing responsibilities under State law. The work program prioritizes statutory studies, regional service evaluations, and administrative initiatives necessary to support LAFCO's operations as an independent employer. Minor budget adjustments primarily reflect personnel, benefits, and administrative service costs associated with maintaining independent operations while continuing to carry out the Commission's core statutory responsibilities.

Alternatives for Action

The following alternatives are available to the Commission:

Alternative One (Recommended):

1. Adopt the attached resolution approving the proposed budget and work plan for 2026-2027 with any desired changes; and
2. Direct the Executive Officer to circulate the proposed budget for 2026-2027 for review and comment by the funding agencies and general public; and
3. Direct staff to return with a final budget for 2026-2027 for adoption as part of a noticed public hearing on May 14, 2026.

Alternative Two:

Continue consideration of the item to a special meeting scheduled no later than the legislative deadline of May 1, 2026, and provide direction to staff with respect to any additional information requests.

Recommendation

It is recommended the Commission proceed with Alternative Action One.

Procedures for Consideration

This item has been placed on the agenda for action as part of a noticed public hearing. The following procedures are recommended for consideration.

- 1) Receive a verbal report from staff;
- 2) Invite questions from the Commission;
- 3) Open the public hearing and invite comments from audience (mandatory); and
- 4) Close the public hearing, discuss item, and consider recommendation.

Respectfully,



Rachel Jones
Executive Officer

Attachments:

1. Draft Resolution Adopting the Proposed Budget and Work Plan for FY 2026-2027
2. Proposed Budget for FY 2026-2027
3. Proposed Work Plan for FY 2026-2027

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

**RESOLUTION OF THE
ALAMEDA LOCAL AGENCY FORMATION COMMISSION
ADOPTING A PROPOSED WORK PLAN AND BUDGET
FOR FISCAL YEAR 2026-2027**

WHEREAS, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 requires the Alameda Local Agency Formation Commission (“Commission”) to perform certain regulatory and planning duties for purposes of facilitating efficient and accountable local government; and

WHEREAS, the Commission is required to adopt proposed and final budgets each year by May 1st and June 15th, respectively; and

WHEREAS, the Commission’s Executive Officer prepared a written report outlining recommendations with respect to anticipated work activities and budgetary needs in 2026-2027; and

WHEREAS, the Commission has heard and fully considered all evidence on a proposed work plan and budget for 2026-2027 presented at a public hearing held on March 12, 2026; and

WHEREAS, the adoption of a work plan and budget are not projects under the California Environmental Quality Act;

NOW, THEREFORE, THE COMMISSION DOES HEREBY RESOLVE, DETERMINE AND ORDER as follows:

1. The proposed operating budget for 2026-2027 shown as Exhibit A is APPROVED.
2. The proposed work plan for 2026-2027 shown as Exhibit B is APPROVED

PASSED AND ADOPTED by the Alameda Local Agency Formation Commission on March 12, 2026 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

APPROVED:

ATTEST:

Ralph Johnson
Chair

Rachel Jones
Executive Officer

APPROVED TO FORM:

Matt Summers
Legal Counsel

ALAMEDA LOCAL AGENCY FORMATION COMMISSION

Regional Service Planning | Subdivision of the State of California

Expenses		FY 2023-2024		FY 2024-2025		FY 2025-2026		FY 2026-2027		
		Adopted	Actuals	Adopted	Actuals	Adopted	Projected	Proposed	Difference	
Account	Description									
6-1000	Salary and Benefit Costs									
6-1100	Salaries	292,488	258,028	320,565	288,600	353,565	353,565	363,500	9,935	2.8%
6-1200	Retirement	-	-	-	-	98,998	98,998	105,415	6,417	6.5%
6-1300	Other Employee Benefits	-	-	-	-	-	-	-	-	-
6-1400	Payroll Taxes	-	-	-	-	35,556	35,556	30,000	(5,556)	-15.6%
6-1500	Payroll Fees	-	-	-	-	1,875	2,192	1,931	56	3.0%
6-1600	Group Insurance	-	-	-	-	58,200	58,200	67,872	9,672	16.6%
6-1700	Unemployment Insurance	-	-	-	-	-	476	500	-	-
6-1800	Workers Comp Insurance	-	-	-	-	1,500	1,500	1,550	50	-
		424,519	387,628	464,819	447,967	549,694	550,487	570,768	21,074	3.7%
6-2000	Professional Services									
6-2100	Planning Services	5,000	-	5,000	-	5,000	-	3,000	-2,000	-40.0%
6-2200	Legal Services	20,000	18,252	20,000	-	35,000	35,000	36,750	1,750	5.0%
6-2300	Bookkeeping	-	-	-	-	15,000	15,000	15,750	750	5.0%
6-2400	SALC Grant Charges	-	-	-	-	-	-	-	-	-
6-2500	County Services	500	28,874	500	500	500	5,000	2,750	2,250	450.0%
6-2600	Audit Services	10,000	-	10,000	10,000	10,000	10,000	12,500	2,500	25.0%
6-2700	Information Technology	27,000	22,080	28,000	28,000	28,000	33,219	15,127	(12,873)	-46.0%
6-2800	Consultants	160,000	219,027	200,000	200,000	200,000	150,000	200,000	0	0.0%
6-2900	Communications	-	-	-	-	5,000	5,000	3,500	-1,500	-30.0%
6-3000	Administrative Services									
6-3100	Office Supplies	3,000	2,087	3,000	1,000	3,000	3,000	3,000	0	0.0%
6-3200	Postage	500	-	500	-	500	-	500	0	0.0%
6-3300	Copier	500	-	500	-	500	-	750	250	50.0%
6-3400	Records Retention	350	178	360	360	375	375	386	11	3.0%
6-3500	Office Lease/Rent	50,550	10,841	50,550	15,500	18,500	18,500	28,800	10,300	55.7%
6-3600	General Liability	3,300	3,300	3,300	3,300	4,500	4,888	4,775	275	6.1%
6-3700	Fees/Special Departmental	2,000	297	2,000	2,000	2,000	2,000	2,500	500	25.0%
6-3800	Public Notices	2,500	2,959	3,000	1,500	3,000	3,000	3,000	0	0.0%
6-3900	Office Equipment	-	-	-	-	-	-	500	500	-
6-4000	Education and Travel									
6-4100	Commissioner Stipends	9,000	9,265	10,000	10,000	10,000	10,000	9,500	(500)	-5.0%
6-4200	Mileage and Travel	1,300	1,493	2,000	1,000	2,500	4,000	3,500	1,000	40.0%
6-4300	Memberships	12,221	12,221	12,509	12,509	14,786	14,786	15,786	1,000	6.8%
6-4400	Training and Workshops	2,500	6,493	2,500	2,500	3,000	5,000	5,000	2,000	66.7%
		310,221	337,367	353,719	288,169	361,161	318,768	367,374	6,213	1.7%
	Contingencies	50,000						0		
	EXPENSE TOTALS	784,740	724,995	818,538	736,136	910,855	869,255	938,142	27,287	3.0%

Revenues		FY 2023-2024		FY 2024-2025		FY 2025-2026		FY 2026-2027		
Account	Description							Proposed		
4-1000	Agency Contributions									
4-1100	County of Alameda	160,913	160,913	169,513	169,513	190,952	190,952	198,381	7,429	3.9%
4-1200	Cities	160,913	160,913	169,513	169,513	190,952	190,952	198,381	7,429	3.9%
4-1300	Special Districts	160,913	160,913	169,513	169,513	190,952	190,952	198,381	7,429	3.9%
		482,740	482,740	508,538	508,538	572,855	572,855	595,142	22,287	3.9%
4-2000	Service Charges									
4-2100	Application Fees	30,000	10,650	30,000	10,750	30,000	16,500	30,000	-	-
4-2200	SALC Grant Funds		102,224							
8-1000	Investments									
8-1100	Interest	7,000	50,048	10,000	13,500	13,000	13,000	13,000	-	-
Fund Balance Offset		265,000	265,000	270,000	270,000	295,000	295,000	300,000	-	-
	REVENUE TOTALS	784,740	910,662	818,538	802,788	910,855	897,355	938,142	27,287	3.0%

OPERATING NET (0) 185,667 (0) 66,652 (0) 28,100 (0)

UNRESTRICTED FUND BALANCE 376,975 443,627 471,727
 As of June 30th

Priority	Urgency	Type	Project	Key Issues
1	High	Statutory	Countywide MSR on Health and EMS/Ambulance Services	Consider accessibility of healthcare (including mental health) services to all residents within Alameda County
2	High	Statutory	Police Services Municipal Service Review	Examine Current Provision and Need for Police Services and Related Financial Considerations
3	High	Statutory	Initiate Comprehensive Tri-Valley Area Study	Evaluate current provision and future need for governmental services, along with financial and governance considerations, in the eastern I-580 corridor of Alameda County
4	High	Administrative	Personnel Policies Review and Update	Ensure consistency and compliance across bylaws, contracts, financial policies, handbook
5	High	Administrative	Finalize Retirement Implementation and Review	Complete implementation of LAFCO’s independent retirement system enrollment. Conduct post-implementation review to ensure administrative accuracy and long-term sustainability.
6	High	Statutory	GIS Update and Modernization	Enhance digital mapping tools to support staff analysis and improve accessibility for member agencies and the public.
7	High	Administrative	2025-2026 Audit	Complete annual independent financial audit to review fund balance and financial controls
8	High	Administrative	Strategic Planning Workshop	Facilitate a strategic planning session to set policy direction, identify emerging service challenges, and prioritize statutory and administrative initiatives
9	High	Administrative	SALC Grant	Initiate work on the two-year SALC Grant Project and LAFCO Blueprint
10	High	Administrative	Website Document Management	Maintain and enhance LAFCO’s website by continuously updating agendas, minutes, recordings, audits, budgets, studies, and announcements that improve accessibility and transparency
11	Moderate	Statutory	Application Proposals and Requests	Utilize resources to address all application proposals and boundary issues (ex. South Livermore Sewer Extension Project)
12	Moderate	Administrative	Comprehensive Records Retention Policy Update	Review and implement best practices and ensure compliance with state law for digital record management
13	Moderate	Statutory	Castlewood CSA Phase II Governance and Fiscal Study	Evaluate the feasibility and fiscal implications of annexation to the City of Pleasanton and related governance alternatives
14	Moderate	Statutory	Housing Element and Sphere of Influence Consistency Review	Review adopted Housing Elements and assess consistency with existing Spheres of Influence to ensure orderly development and alignment with long-term service planning

15	Moderate	Administrative	UC Berkeley Report Legislative Proposal	Continue working with LAFCOs to facilitate legislation implementing UC Report recommendations
16	Low	Administrative	Update Application Packet and Mapping Requirements	Streamline LAFCO Application and County Mapping Requirements; Make User Friendly
17	Low	Administrative	Key Fiscal Indicators for MSRs	Develop a standardized set of fiscal performance indicators to be incorporated into Municipal Service Reviews to enhance financial transparency and comparative analysis
18	Low	Administrative	Bay Area LAFCO Meetings and CALAFCO Participation	Attend Meetings with Other Bay Area LAFCOs for Projects/Training and CALAFCO Conferences
19	Low	Statutory	Policy Review on Agricultural Protection and Out of Area Service Agreements	Periodical review of existing policies relative to practices and trends, and determine whether changes are appropriate to better reflect current preferences
20	Low	Administrative	LAFCO Presentations	Continue Public Outreach on LAFCO Duties and Responsibilities to Boards, Councils, Community Groups



TO: Alameda Commissioners
FROM: Rachel Jones, Executive Officer
SUBJECT: **Current and Pending Proposals**

The Commission will receive a report identifying active proposals on file with the Alameda Local Agency Formation Commission (LAFCO) as required under statute. The report also identifies pending local agency proposals to help telegraph future workload. The report is being presented to the Commission for information only.

Information / Discussion

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH”) delegates LAFCOs with regulatory and planning duties to coordinate the formation and development of local government agencies and their municipal services. This includes approving or disapproving boundary changes involving the formation, expansion, merger, and dissolution of cities, towns, and special districts, as well as sphere of influence amendments. It also includes overseeing outside service extensions. Proposals involving jurisdictional changes filed by landowners or registered voters must be put on the agenda as information items before any action may be considered by LAFCO at a subsequent meeting.

Current Proposals | Approved and Awaiting Term Completions

Alameda LAFCO currently has no proposals on file that were previously approved and awaiting term completions. CKH provides applicants one calendar year to complete approval terms or receive extension approvals before the proposals are automatically terminated.

Current Proposals | Under Review and Awaiting Hearing

There is currently one active proposal on file with the Commission that remains under administrative review and awaits a hearing as of date of this report.

- **Annexation of City-Owned Property at Joaquin-Miller Park | City of Oakland**

The City of Oakland seeks to annex a city-owned parcel measuring approximately 0.59 acres located in unincorporated Alameda County to resolve a municipal boundary discrepancy. In December 2022, under its “Land Back Ordinance” (Res. 13712 C.M.S.), the City granted a cultural conservation easement over about five acres of Joaquin Miller Park—including the subject parcel—to the Sogorea Te’ Land Trust, returning the land to

Indigenous stewardship. The area was renamed Rinihmu Pulte'irekne ("above the red ochre," Chochenyo). Consistent with the easement, the Land Trust plans to build a ceremonial structure with related facilities (restroom and cooking area), part of which would be on the subject property.

Pending Proposals

There are currently two new potential proposals that staff believe may be submitted to the Commission from local agencies based on ongoing discussions with proponents.

- **Reorganization of Appian Way/Louis Ranch Property | ACWD and USD**
The Alameda County Water District (ACWD) and Union Sanitary District (USD) are evaluating a plan to annex one parcel totaling approximately 30 acres within the City of Union City. The purpose of the annexation is to develop 325 single-family residential units on nine parcels totaling 98.6 acres.

- **Annexation of Arroyo Lago Residential Project | City of Pleasanton**
The City of Pleasanton will likely submit a change of organization application to LAFCO for the proposed development of 194 single-family homes. The affected territory is located in unincorporated Alameda County and totals approximately 26.6 acres. The proposed project is expected to include 694 residents. The proposed project would also include several off-site improvements including the development of a water storage and booster pump facility with a 400,000 gallon capacity, a recycled water storage facility with a 900,000 gallon capacity, a sewer treatment plant that would treat approximately 37,400 gallons of wastewater per day, and approximately 9 acres of agricultural irrigation fields.

Alternatives for Action

This item is for informational purposes only. No formal action will be taken as part of this item.

Attachments: none



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

March 12, 2026

Item No. 10b

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: Progress Report on 2025-2026 Work Plan

The Alameda Local Agency Formation Commission (LAFCO) will receive a progress report on accomplishing specific projects as part of its adopted work plan for 2025-2026. The report is being presented to the Commission to formally receive and file as well as provide direction to staff as needed.

Background

Alameda LAFCO’s current strategic plan was adopted following a planning session on June 23, 2023. The plan defines each of LAFCO’s priorities through overall goals, core objectives, and target outcomes with overarching themes identified as education, facilitation, and collaboration. The strategic plan is anchored by seven key priorities that collectively orient the Commission to proactively fulfill its duties and responsibilities under the Cortese-Knox-Hertzberg Act of 2000 in a manner responsive to local conditions and needs. These pillars and their related strategies, which premise individual implementation outcomes, are summarized below.

1. Education – Serve as a resource to the public and local agencies to support orderly growth and logical sustainable service provision.
2. Facilitation – Encourage orderly growth and development through the logical and efficient provision of municipal services by local agencies best suited to feasibly provide necessary governmental services and housing for persons and families of all incomes.
3. Collaboration – Be proactive and act as a catalyst for change as a way to contribute to making Alameda County a great place to live and work by sustaining its quality of life.

On May 8, 2025, Alameda LAFCO adopted the current fiscal year work plan at a noticed public hearing. The work plan is divided into two distinct categories – statutory and administrative – with one of three priority rankings: high; moderate; or low. The underlying intent of the work plan is to serve as a management tool to allocate Commission resources in an accountable and transparent manner over the corresponding 12-month period that pulls from the key priorities in the Commission’s Strategic Plan.

Further, while it is a standalone document, the work plan should be reviewed in relationship to the adopted operating budget given the planned goals and activities are facilitated and or limited accordingly.

This item provides the Commission with a status update on nineteen targeted projects established for the fiscal year with a specific emphasis on the “top ten” projects that represent the highest priority to complete during the fiscal year as determined by the membership. This includes identifying the projects already completed, underway, or pending in the accompanying attachment. The report and referenced attachment are being presented for the Commission to formally receive and file while also providing additional direction to staff as appropriate.

Discussion

The Commission is underway on seven of the nineteen projects included in the adopted work plan. This includes progress on projects, such as Countywide Regional Water and Wastewater Committee, LAFCO Operational Independence, and the Countywide Municipal Service Review on Health and EMS/Ambulance Services.

Alternatives for Action

This item is for informational purposes only. No formal action will be taken as part of this item.

Attachments:

1. 2025-2026 Work Plan

Priority	Urgency	Type	Project	Key Issues
1	High	Administrative	LAFCO Operational Independence	Establish LAFCO as its own employer
2	High	Statutory	Countywide MSR on Health and EMS/Ambulance Services	Consider accessibility of healthcare (including mental health) services to all residents within Alameda County
3	High	Statutory	Countywide Regional Water and Wastewater Committee	Develop a Framework for Creating a Countywide Regional Water and Wastewater Committee
4	High	Administrative	LAFCO Personnel Policies and Procedures	Establish own LAFCO personnel policies and employer handbook
5	High	Statutory	Application Proposals and Requests	Utilize resources to address all application proposals and boundary issues (ex. South Livermore Sewer Extension Project)
6	High	Administrative	Informational Report on Island Annexations	Map all Unincorporated Islands and Examine Island Annexation Implementation Issues in Alameda County
7	High	Administrative	2024-2025 Audit	Verify Fund Balance; Perform Regular Audits
8	Moderate	Administrative	Local Agency Directory Update and MSR Summary Report	Continue Producing LAFCO Graphic Design Materials for Transparency and Outreach
9	Moderate	Statutory	Police Services Municipal Service Review	Examine Current Provision and Need for Police Services and Related Financial Considerations
10	Moderate	Administrative	Agricultural Land Use Designation Project	Work in Partnership with the County to Review and Evaluate Land Use Designations for Agricultural and Open Space Areas
11	Moderate	Statutory	Participate and Facilitate Ongoing MSR Fire Service Discussions	Work with Fire Agencies in Providing Possible Boundary Solutions and Shared Facilities
12	Moderate	Administrative	SALC Agricultural Conservation Acquisition Grants	Apply for SALC Grants to permanently protect croplands, rangelands, and lands utilized for the cultivation of traditional resources from conversion to non-agricultural uses
13	Moderate	Statutory	South Livermore Valley Sewer Extension	Collaborate with the City of Livermore to review and implement best service connection options to winegrowers
14	Low	Administrative	Review of County Transfer of Jurisdiction Policies	Ensure Policies are Consistent with CKH
15	Low	Administrative	Update Application Packet and Mapping Requirements	Streamline LAFCO Application and County Mapping Requirements; Make User Friendly
16	Low	Administrative	Informational Report on Remen Tract	Special Report on Service Delivery

17	Low	Administrative	Bay Area LAFCO Meetings	Attend Meetings with Other Bay Area LAFCOs for Projects/Training
18	Low	Administrative	Legislative Proposal - UC Berkeley Report	Work with LAFCOs to facilitate legislation implementing UC Report recommendations to improve LAFCO oversight
18	Low	Administrative	Social Media	Expand Alameda LAFCO's Social Media Presence
19	Ongoing	Statutory	Policy Review on Agricultural Protection and Out of Area Service Agreements	Periodical review of existing policies relative to practices and trends, and determine whether changes are appropriate to better reflect current preferences



LAFCO

Alameda Local Agency Formation Commission

AGENDA REPORT

March 12, 2026

Item No. 10c

TO: Alameda Commissioners

FROM: Rachel Jones, Executive Officer

SUBJECT: CALAFCO Governance Update | Proposed Amendments to CALAFCO Bylaws

The Alameda Local Agency Formation Commission (LAFCO) will receive an update regarding proposed amendments to the California Association of Local Agency Formation Commissions (CALAFCO) Bylaws and the February 23, 2026 Special Corporate Business Meeting. Alameda LAFCO’s designated voting delegate, Commissioner Peter Rosen, participated in the meeting and voted on the proposed bylaw amendments. This item is provided for informational purposes to update the Commission regarding the proposed governance changes and CALAFCO’s ongoing organizational review.

Background

CALAFCO is the statewide professional association representing California’s 58 Local Agency Formation Commissions. The organization provides training, technical assistance, and legislative advocacy related to the implementation of the Cortese-Knox-Hertzberg Act and local government organization.

In 2025, CALAFCO initiated a governance and organizational review to evaluate whether the Association’s current governance structure continues to meet the needs of member LAFCOs. The review included an assessment of CALAFCO’s organizational structure, governance practices, bylaws, committee structure, and Board eligibility requirements.

Discussion

The proposed bylaw amendments address several governance topics identified during the organizational review. The amendments also propose allowing LAFCO Executive Officers to serve as voting members of the CALAFCO Board of Directors if elected from within their region.

Feedback collected during CALAFCO’s outreach to member and non-member LAFCOs indicated that many respondents supported this change as recognition of the professional expertise and institutional knowledge Executive Officers bring to the organization.

Some respondents also emphasized the importance of maintaining balanced representation among elected officials and professional staff on the Board. The approved amendments also include several non-substantive edits and formatting updates to the CALAFCO Bylaws. The amendments were approved by the Board and will apply to the October 2026 CALAFCO Board elections.

Alternatives for Action

This item is for informational purposes only. No formal action will be taken as part of this item.

Attachments:

1. *CALAFCO Special Corporate Business Meeting Staff Report – Proposed Bylaw Amendments*



2026 Special Corporate Business Meeting

Monday, February 23, 2026

10:00 a.m. to 11:30 a.m.

Meeting Access

<https://us02web.zoom.us/j/87609758294?pwd=NNdzOU0B9qrp2nVx6KiOqVxZh2iWyl.1>

Meeting ID: 876 0975 8294

Passcode: 639868

Phone: 669-444-9171

SPECIAL MEETING AGENDA

1. Call to Order/Roll Call of Member LAFCOs Wendy Root Askew, Chair
José Henríquez, CALAFCO Executive Officer

2. New Business (*pages 2-44*) Wendy Root Askew, Chair
 - 2.1. Consider and Approve recommended changes to the Association Bylaws Michelle McIntyre, Interim Executive Director
Pamela Miller, Transition Team Consultant

3. Report on the Association's work ahead Wendy Root Askew, Chair
Michelle McIntyre, Interim Executive Director
Pamela Miller, Transition Team Consultant

4. Announcements/Comments

Adjourn to the 2026 Annual Business Meeting, to be held on Thursday, October 22, 2026, at 9:00 a.m. at the Sheraton Grand Sacramento Hotel, located at 1230 J Street, Sacramento, CA, 95814.

SPECIAL CORPORATE BUSINESS MEETING STAFF REPORT

Item: **Consider and Approve Recommended Changes to Association Bylaws - Board Seat Types and Executive Officer Eligibility**

Meeting Date: February 23, 2026

Submitted By: Michelle McIntyre, Interim Executive Director

STAFF RECOMMENDATION

Staff presents for consideration by Member LAFCOs proposed amendments to the CALAFCO Bylaws that would:

1. Eliminate CALAFCO Director “seat type” categories for LAFCO Commissioner Directors, with all Directors elected at-large from within their respective regions;
2. Allow Executive Officers to be eligible to serve as voting members of the CALAFCO Board of Directors, elected from within their respective regions; and
3. Make other non-substantive formatting and other non-substantive edits as noted.

These provisions are presented as a single, non-bifurcated amendment. If approved by the Member LAFCOs, the amendment would take effect immediately, and the changes would apply to the October 2026 CALAFCO Board elections.

BACKGROUND

In 2025, CALAFCO initiated a governance and organizational review to assess whether the Association’s existing structures continue to meet members’ needs. A consultant was retained to conduct an organizational culture assessment and to review CALAFCO’s Bylaws, Policies and Procedures, regional and Board structure, Board and Officer eligibility requirements, committee effectiveness, and comparable best practices. That work informed subsequent Board discussions and provided a foundation for advancing targeted governance updates.

Summary of Member and Non-Member Feedback Received

Purpose and Use of This Attachment

This summary is provided for informational purposes to reflect the range of feedback the Regional and Board Structure Working Group (Working Group) received during its outreach to member and non-member LAFCOs. The feedback summarized below informed the Working Group's discussions and helped identify areas of broad agreement and topics requiring additional consideration. Not all issues summarized are included in the proposed bylaw amendment presented for consideration under Agenda Item 2.1.

Overview

The Working Group sought written feedback from both member and non-member LAFCO Executive Officers on proposed regional boundary concepts and Board governance considerations. Responses were received from a broad cross-section of LAFCOs statewide, reflecting diverse geographic, organizational, and operational perspectives.

Overall, the feedback demonstrated strong engagement in CALAFCO's governance review process and a shared interest in ensuring the Association's structure remains effective, representative, and aligned with current professional practice.

General Level of Support

Feedback reflected a high level of engagement and thoughtful input. Many LAFCOs expressed general or conditional support for restructuring concepts, particularly when compared with the current governance structure. Several respondents supported the proposal as presented or expressed openness to moving forward while continuing discussions on related topics.

Some respondents identified elements they could not support as drafted, citing concerns about representation, regional configuration, or governance impacts. In several cases, respondents noted that specific provisions would significantly affect their level of participation, or, for non-member LAFCOs, future consideration of CALAFCO membership.

Overall, the feedback reflects a membership actively engaged in shaping CALAFCO's governance and invested in achieving durable, workable outcomes.

Regional Configuration and Cohesion

Several respondents supported the proposed regions as more logical, balanced, and conducive to collaboration than the current structure.

Others emphasized the practical challenges of regions spanning large geographic areas, comprising numerous counties, or encompassing diverse planning contexts. Some respondents also raised concerns about maintaining cohesion within long-standing regional groupings, particularly where LAFCOs already collaborate closely on shared issues.

In addition to conceptual feedback, some respondents submitted formal alternate proposals, including revised regional maps, to address workload, equity, and representational considerations.

Board Size and Overall Structure

Respondents generally supported eliminating commissioner “seat type” requirements.

There was broad agreement that a smaller CALAFCO Board would improve its functionality and effectiveness. While views differed on the optimal configuration, many respondents supported efforts to streamline governance and enhance accountability.

Executive Officers Serving on the Board

Allowing Executive Officers (EO) to serve as Board members if elected by their region received strong support from many respondents. EO eligibility was often described as a practical and appropriate recognition of professional expertise, institutional knowledge, and continuity within a professional association.

At least one non-member LAFCO identified EO eligibility as a prerequisite for any future consideration of rejoining CALAFCO. Other respondents viewed this change as a natural counterpart to removing Regional Officers from the Board's voting membership.

A smaller number of respondents raised concerns about maintaining balanced Board composition. These comments generally focused on the balance of governance rather than opposition to EO eligibility.

Representation, Equity, and Voting Balance

Many respondents emphasized the importance of equitable representation across regions, particularly in rural, geographically large, or less-populated areas. Topics included differences in the number of counties, commissioners, population, or geographic area represented per Board seat, as well as the practical demands of representing regions spanning significant distances.

Several respondents noted that CALAFCO's value lies in representing the full

diversity of California's counties and cautioned that representation models should account for both population and operational realities.

Limitation of One Board Member per LAFCO

The concept of limiting each Member LAFCO to one Board representative generated substantial discussion. While some respondents supported the intent to encourage broader participation, others identified implementation challenges, particularly in regions with few participating LAFCOs or small pools of interested candidates. Several respondents noted that flexibility would be essential to ensure full Board participation over time. As a result, this concept is NOT included in the amendment presented for consideration at this meeting.

Relationship to Dues and Future Decisions

Although respondents generally recognized that dues restructuring falls outside the Working Group's current charge, some expressed interest in how regional structures might inform future decision-making. Respondents urged clarity on the purpose and application of any adopted regional framework. No dues-related changes are proposed under Agenda Item 2.1.

Requests for Additional Clarity and Process

Across responses, respondents encouraged continued transparency on governance objectives and sequencing. Several emphasized the value of clear problem definition, articulating goals, and adequate time for Commission-level discussion as CALAFCO continues its governance work.

Closing Observation

The feedback reflects a strong interest in strengthening CALAFCO's governance and a willingness among members and non-members alike to engage constructively in that effort. The input received helped identify areas of broad agreement that are ready to advance, as well as topics that would benefit from continued dialogue, and provides a solid foundation for moving forward with targeted governance updates and reinforcing CALAFCO's commitment to responsive, effective governance.