



COMMISSIONERS

Maureen Mulheren
Chair
County Member

Gerald Ward
Vice Chair/Treasurer
Public Member

Madeline Cline
County Member

Gerardo Gonzalez
City Member

Candace Horsley
Special District Member

Mari Rodin
City Member

Susan Mahoney
Special District Member

Bruce Alfano
Alternate Public Member

Douglas Crane
Alternate City Member

Adam Gaska
Alternate Special District Member

John Haschak
Alternate County Member

STAFF

Executive Officer
Uma Hinman

Analyst
Larkyn Feiler

Clerk/Analyst
Jen Crump

Counsel
Marsha Burch

REGULAR MEETINGS

First Monday of each month at 9:30 AM in the Mendocino County Board of Supervisors Chambers
501 Low Gap Road, Ukiah

AGENDA

Executive Committee Meeting

Monday, April 20, 2026 at 11:30 a.m.

Location

Ukiah Valley Conference Center – Chardonnay Room
200 South School Street, Ukiah, CA 95482

Meeting Format and Public Participation

The Mendocino Local Agency Formation Commission will conduct this meeting in a hybrid format, allowing both in-person and remote (video or telephone) participation by the public and staff, pursuant to Government Code section 54953. Unless otherwise authorized under AB 2449, Commissioners will attend the meeting in person at the location identified above.

Remote Participation Instructions

Join Meeting Live:

Please click the following Zoom link below to join the meeting or utilize the telephone option for audio only.

1. Zoom meeting link: <https://mendocinocounty.zoom.us/j/89393079895>
2. Telephone option (audio only):
Dial: **(669) 900-9128** (*Please note that this is not a toll-free number*)
Meeting ID: **893 9307 9895**

Public Comment Options:

Public participation is encouraged. Public comments may be submitted in the following ways:

1. Live: during the meeting via Zoom or telephone
2. Email: eo@mendolafco.org (by 9:00 a.m. on the day of the meeting)
3. Mail: Mendocino LAFCo, 200 S. School Street, Ukiah, CA 95482

All comments received will be provided to the Commission for consideration during the meeting.

Providing Live Public Comment

- Zoom participants: Use the *Raise Hand* feature under “Reactions.” When joining the meeting, please enter your name so you can be identified when called upon.
- Telephone participants (audio only): Press *9 to raise your hand and *6 to unmute. When it is your turn to speak, you will be identified by the last four digits of your phone number (if available) and asked to state your name for the record.

All regular meetings are live-streamed and recorded and are available on the [Mendocino County YouTube Channel](#).
Links to meeting documents and approved minutes are available on the [LAFCo website](#).

1. CALL TO ORDER and ROLL CALL

Chair Maureen Mulheren, Vice Chair/Treasurer Gerald Ward, Commissioner Rodin

2. PUBLIC EXPRESSION

The Committee welcomes participation in the Executive Committee meeting. Any person may address the Committee on any subject within the jurisdiction of LAFCo which is not on the agenda. There is a three-minute limit and no action will be taken at this meeting. See public participation information above.

3. MATTERS FOR DISCUSSION AND POSSIBLE ACTION

3a) Approval of March 13, 2026 Executive Committee Minutes

3b) Mendocino Coast Recreation and Park District

The Executive Committee consider the Mendocino Coast Recreation and Park District requests regarding the scope and development of the Municipal Service Review being prepared by LAFCo staff and provide direction and a recommendation to the Commission.

4. INFORMATION AND REPORT ITEMS

4a) Executive Officer Report

ADJOURNMENT

The next Regular Commission Meeting is scheduled for Monday, **May 4, 2026** at 9:30 AM in the County Board of Supervisors Chambers at 501 Low Gap Road, Ukiah.

Notice: This agenda has been posted at least 72 hours prior to the meeting and in accordance with the Brown Act Guidelines and GOV 54953, including rules for teleconferencing.

Participation on LAFCo Matters: All persons are invited to testify and submit written comments to the Commission on public hearing items. Any challenge to a LAFCo action in Court may be limited to issues raised at a public hearing or submitted as written comments prior to the close of the public hearing.

Americans with Disabilities Act (ADA) Compliance: Commission meetings are held via a hybrid model – the in-person option held in a wheelchair accessible facility and also by teleconference. Individuals requiring special accommodations to participate in this meeting are requested to contact the LAFCo office at (707) 463-4470 or by e-mail to eo@mendolafco.org. Notification 48 hours prior to the meeting will enable the Commission to make reasonable arrangements to ensure accessibility to this meeting. If attending by teleconference, if you are hearing impaired or otherwise would have difficulty participating, please contact the LAFCo office as soon as possible so that special arrangements can be made for participation, if reasonably feasible.

Fair Political Practice Commission (FPPC) Notice - Campaign Contribution Disclosure: If you are an applicant or agent of an applicant on a matter to be heard by the Commission and if you have made campaign contributions totaling \$500 or more to any Commissioner in the past 12 months, Government Code Section 84308 requires that you disclose the fact, either orally or in writing, for the official record of the proceedings.



COMMISSIONERS

Maureen Mulheren
Chair
County Member

Gerald Ward
Vice Chair/Treasurer
Public Member

Madeline Cline
County Member

Gerardo Gonzalez
City Member

Candace Horsley
Special District Member

Mari Rodin
City Member

Susan Mahoney
Special District Member

Bruce Alfano
Alternate Public Member

Douglas Crane
Alternate City Member

Adam Gaska
Alternate Special District Member

John Haschak
Alternate County Member

STAFF

Executive Officer
Uma Hinman

Senior Analyst
Larkyn Feiler

Clerk/Analyst
Jen Crump

Counsel
Marsha Burch

REGULAR MEETINGS

First Monday of each month
at 9:30 AM in the
Mendocino County Board
of Supervisors Chambers
501 Low Gap Road, Ukiah

Agenda Item 3a

DRAFT

Executive Committee Meeting Minutes

Hybrid Meeting of Friday, March 13, 2026, 11:00 a.m.
Ukiah Valley Conference Center, Chardonnay Room
200 South School Street, Ukiah, California 95482

1. CALL TO ORDER and ROLL CALL

Chair Mulheren called the meeting to order at 11:01 a.m.

Members Present: Chair Mulheren, Vice Chair/Treasurer Ward, Commissioner Rodin

Staff Present: Uma Hinman, Executive Officer; Jen Crump, Clerk/Analyst; Marsha Burch, Legal Counsel

2. PUBLIC EXPRESSION

None

3. MATTERS FOR DISCUSSION & POSSIBLE ACTION

3a) Approval of March 19, 2025 Executive Committee Minutes

Due to the length between Committee meetings, staff will send the draft meeting minutes to Committee members following the meeting rather than wait until the next scheduled Committee meeting.

Upon motion by Commissioner Rodin and second by Commissioner Ward, the March 19, 2025 Executive Committee Meeting Minutes were approved unanimously.

3b) Executive Officer Request for Reimbursement of Training Registration

EO Hinman requested reimbursement of registration expenses for a Fire Leadership training held by the California Fire Districts Association (FDCA). The training will be held at Mendocino City College on March 21; the training is \$450. The seminar is an opportunity to coordinate with local fire district staff and board members as LAFCo staff work on the fire and emergency medical services (EMS) Municipal Service Review (MSR) and Sphere of Influence (SOI) studies.

There were no public comments.

Upon motion by Commissioner Rodin and second by Commissioner Ward, the motion was approved unanimously.

3c) Draft Request for Proposals to Conduct Audited Annual Financial Statements

During last year's budget development cycle, the Commission elected to contract with Pehling and Pehling Certified Public Accountants (CPAs) to prepare its audited annual financial statements for an additional year before issuing Request for Proposal (RFP) to consider proposals for audited financial statements. Staff have prepared a draft RFP for the Committee's consideration and direction.

The following discussion points and questions were raised by the following Commissioners:

Commissioner Rodin suggested the Committee consider moving from annual to biennial audited financial statements as a cost savings measure, noting the simplicity of LAFCo's budget and thorough financial reporting monthly, biannually, and annually. Should the Committee and Commission decide to release an RFP, she recommended removing "Participating Agencies" from the draft RFP (page 12 of the agenda packet).

Upon inquiry from Commissioner Ward, EO Hinman clarified that the Commission or Committee could direct the Policies and Procedures Committee to consider a policy amendment to the audit frequency of the financial statements.

Counsel Burch confirmed that the Cortese-Knox-Hertzberg Act (CKH Act) does not require an annual audit and other LAFCo agencies follow a biennial audit frequency. It would require a change in LAFCo Budget Policy 5.1.

There were no public comments.

The Committee directed staff to include the draft policy amendment to change the audit schedule from annual to biennial for Commission consideration at its regular meeting in April.

3d) Preliminary Budget and Work Program for FY 2026-27

EO Hinman presented the Preliminary Budget and Work Program for Fiscal Year (FY) 2026-27, which identifies anticipated revenues and expenditures by line item. The preliminary budget remains substantially the same as the current FY. No change to basic services is proposed, and services and supplies have minor adjustments between accounts but very little change overall. The budget relies on the use of \$53,000 in anticipated cash balance to keep apportionments unchanged at \$275,000. The Work Plan will be a continuance of the countywide fire district studies, which will cover multiple fiscal years, and includes the initiation of the Mendocino Coast Health Care District MSR. The preliminary budget accommodates a proposed increase in hourly rates for staff and legal counsel, which will be considered by the Commission at its next meeting.

Upon inquiry from Commissioner Ward, EO Hinman clarified that application revenue and contractor expenses are not included as line items in the preliminary budget because they are pass-through (net zero). However, the portion of service fee revenue retained by LAFCo is included in the Fees and Reimbursements revenue line in the preliminary budget. Full application tracking, including contractor expense/revenue, is included in all financial reporting and tracking to the Commission, and as line items in the audited financial statements. In years past, it was estimated in the budget, however, the projected estimates were far from the actuals. EO Hinman further noted that it can be included in the budget.

Chair Mulheren recommended the proposed contract amendments for staff rate changes for Hinman and Associates Consulting, Inc. and Law Offices of Marsha Burch be included as consent items on the next scheduled Commission meeting agenda.

Upon motion by Commissioner Rodin and second by Commissioner Ward, the Preliminary Budget and Work Program for FY 2026-27 as presented was approved unanimously.

4. INFORMATION AND REPORT ITEMS

4a) Executive Officer Report

None

ADJOURNMENT

There being no further business, the meeting was adjourned at 11:57 a.m.



STAFF REPORT

Agenda Item No. 3b	
MEETING DATE	April 20, 2026
MEETING BODY	Mendocino Local Agency Formation Commission Executive Committee
FROM	Uma Hinman, Executive Officer
SUBJECT	Mendocino Coast Recreation and Park District

RECOMMENDED ACTION

The Executive Committee consider the Mendocino Coast Recreation and Park District requests regarding the scope and development of the Municipal Service Review being prepared by LAFCo staff and provide direction and a recommendation to the Commission.

BACKGROUND

In February 2025, the Commission approved a memorandum of understanding (MOU) with the Mendocino Coast and Recreation Park District (MCRPD/district) to prioritize and fund the preparation of a Municipal Service Review (MSR) for the District (Attachment 1).

The District has requested expansion of the typical scope of analysis included in the MSR, primarily related to evaluating the efficiency and equity of the District's use of annual property tax allocation revenues across the District's territory (Attachment 2).

Staff has advised that the requested level of property tax analysis extends beyond the statutory framework under GOV §56430 and would require specialized data acquisition and technical analysis. The MSR process does not require or obligate the County Auditor-Controller to generate data or reports.

In response to public comment provided by Mr. David Shpak, MCRPD Board Member, at the [April 6, 2026 Commission meeting](#) (Video time 04:55), the Commission directed the Executive Committee to confer with staff and MCRPD representative(s) regarding the matter and develop a recommendation for Commission consideration.

ATTACHMENT

- (1) MOU for funding preparation of MSR
- (2) December 29, 2025 MCRPD Request
- (3) February 2, 2026 LAFCo Response

ATTACHMENT 1

Memorandum of Understanding

between Mendocino Local Agency Formation Commission
and the Mendocino Coast Recreation and Park District

Relating to the Preparation of a Municipal Services Review and Sphere of Influence Update

Recitals

- A. The Cortese-Knox-Hertzberg (CKH) Local Government Reorganization Act of 2000 requires that agency spheres be updated or reviewed by their Local Agency Formation Commission every 5 years commencing in 2008 (Government Code [“GC”] §56067).
- B. The CKH requires a municipal service review (“MSR”) be completed prior to or in conjunction with the review or update of a sphere of influence (“SOI”) (GC §56430).
- C. The MSR/SOI for the Mendocino Coast Recreation and Park District (“District”) has not been updated since 2008.
- D. While the District has succeeded in resolving many of the concerns identified by the 2016-2017 Mendocino County Grand Jury (see <https://www.mendocinocounty.gov/government/grand-jury/2016-2017-reports>), the Board of Directors is aware of continuing taxpayer concerns about effective, efficient, equitable, and sustainable delivery of services throughout the 77-mile coastal service area.
- E. The District is a funding partner with the County of Mendocino and California Department of Parks and Recreation on the Bower Park Rehabilitation Project. Recognizing County obligations for perpetual maintenance of the park and historic County funding limitations, the District and County are exploring options for the District to operate and maintain Bower Park, estimated to cost at least \$75,000 per year (Mendocino Parks Operations and Management Analysis; February 2022). However, absent a current MSR, the District cannot determine the equitable and sustainable financial capacity to support this crucial south coast facility.
- F. Mendocino Local Agency Formation Commission (LAFCo”) adopts an annual budget with associated work program. The work program includes prioritized MSR and SOI Updates, which for fiscal year 2024-2025 are the inland County water service providers. The District is not included in the currently adopted work plan and budget and there is limited budget to include additional studies this fiscal year.
- G. The District wishes to move forward with the preparation of an MSR as soon as possible to assist the District in developing programs and services within its service area, and for allocating costs accordingly.
- H. The District does not wish to make any changes of organization, and desires no change to the existing SOI.

MOU between Mendocino LAFCo and Mendocino Coast Recreation and Park District
RE: Preparation of the MSR for Mendocino Coast Recreation and Park District

- I. To facilitate the earlier completion of the MSR, the District has agreed to fund the costs of the preparation of the MSR. LAFCo has agreed to accept funding for preparing the MSR, furnish funding to affirm the existing SOI (if needed), and work with the District on the preparation of the MSR.
 - J. District and LAFCo enter this Memorandum of Understanding (“MOU”) to establish their respective roles and responsibilities relating to the oversight and management of the MSR and the SOI affirmation.
1. Preparation of the MSR/SOI Update. LAFCo will prepare the MSR and the proposed affirmation of the SOI. The District agrees to pay the actual costs for staff preparation of the MSR and LAFCo agrees to pay the actual staff costs for SOI affirmation.
 2. District Cooperation.
 - a. LAFCo and District staff shall cooperate to the maximum extent feasible and timely on the production of the MSR.
 - b. LAFCo will keep the District informed of all major issues relating to the MSR.
 - c. LAFCo will make all reasonable effort to complete the MSR within nine (9) months of this agreement and the District will support the LAFCo work schedule for the MSR.
 - d. LAFCo shall have final say on all decisions with respect to the MSR, after engaging in good-faith and reasonable collaboration with the District in the event of disagreement.
 - e. District and LAFCo shall each identify and notify the other of their respective staff contacts responsible for implementing this MOU.
 - f. District agrees to promptly pay the full estimated amount of the cost of preparation of the MSR prior to undertaking the work.
 - g. District must approve reasonable additional contract costs, which consent will not be unreasonably withheld.
 - h. Upon completion of the documents to be presented to the LAFCo for approval, any outstanding amounts will be paid by the District.
 3. Environmental Review. The parties understand that the MSR is not subject to review under the California Environmental Quality Act (“CEQA”), and that a review and affirmation of the existing SOI (with no changes) is also exempt from CEQA pursuant to CEQA Guidelines Section 15061(b)(3), as it can be seen with certainty that there is no possibility that the activity will have a significant effect on the environment.
 4. LAFCo Discretion Preserved. Nothing contained in this MOU is intended, nor shall it be construed, to commit, control, or influence in any manner whatsoever the authority, judgment, or discretion of the Local Agency Formation Commission in their future decisions on the MSR/SOI Update and the ultimate decision of LAFCo with respect to the MSR/SOI Update.

5. Resolution of Disputes.
 - a. The parties shall first exhaust all reasonable effort to resolve any dispute arising out of this MOU between themselves. If that is unsuccessful, the dispute shall, on the written request of either party served on the other, be submitted to mediation before a mediator acceptable to all parties. The mediation shall occur within 45 days of the initial request, unless extended by agreement of the parties. Should any party commence court action based on a dispute or claim to which this Section applies, without first attempting to resolve the matter through mediation, then that party shall not be entitled to recover attorney's fees, even if they would otherwise be available to that party in any such action.
 - b. If the mediation is unsuccessful, either party may file an action in the appropriate superior court.

7. Recitals Accurate. The parties confirm that the recitals set forth at the beginning of the MOU are true and accurate and are an integral part of this MOU.

8. Attorneys' Fees and Costs. If any action at law or in equity, including any action for declaratory relief, is brought to enforce or interpret any part of this MOU, the prevailing party will be entitled to recover its attorneys' fees and costs, including, without limitation, discovery costs, witness fees, expert fees, and any other expenses related to the preparation and presentation of proof, which may be set by the court in the same action or in a separate action brought for that purpose, in addition to any other relief to which that party may be entitled.

9. Further Acts and Assurances. Each of the parties hereto shall execute and deliver any and all documents and take any and all actions, which may be necessary or appropriate to carry out the terms of this MOU.

10. Authority. Each party represents and warrants that the individuals executing this MOU on that party's behalf are duly authorized to do so.


11. Entire Agreement; Modification. This MOU contains the entire understanding between the parties hereto with respect to the subject matter hereof and supersedes any prior understandings, agreements, or representations, written or oral, relating to the subject matter hereof. Any amendment or modification of this MOU shall be effective only if in writing and signed by all parties hereto.

12. Counterparts; Electronic Signatures. This MOU may be executed in any number of counterparts, each of which shall be deemed an original and all of which shall constitute together one and the same instrument. For purposes of this MOU, a .pdf via e-mail or facsimile signature shall be deemed to be as valid and enforceable as an original.

MOU between Mendocino LAFCo and Mendocino Coast Recreation and Park District
RE: Preparation of the MSR for Mendocino Coast Recreation and Park District

Executed on this 3 day of February, 2025.

Mendocino Coast Recreation and Park District

BY: 
Dave Shpak
District Chair

Date: 1/30/2025

Mendocino Local Agency Formation Commission

BY: 
NAME Maureen Mulheren
Commission Chair

Date: 2/3/25

ATTACHMENT 2



Uma Hinman, Executive Director
Mendocino Local Agency Formation Commission
200 South School Street, Ukiah, CA 94582
eo@mendolafco.org

December 29, 2025

Re: Mendocino Coast Recreation and Park District Municipal Services Review

Ms. Hinman,

The purpose of this letter is to ask the Mendocino Local Area Formation Commission (LAFCo) to:

1. Formally request that Mendocino County furnish location-based data on annual property tax allocations for recreation and park purposes to the Mendocino Coast Recreation and Park District (District) and City of Fort Bragg, and
2. Evaluate the efficiency and equity of District use of annual property tax allocation revenue throughout the District territory.

On February 3, 2025, the Mendocino Coast Recreation and Park District (District) and Mendocino Local Area Formation Commission (LAFCo) executed the Memorandum of Understanding (MOU) that initiated the ongoing Municipal Services Review (MSR). Recitals D, E, G, and H of the MOU included these salient statements of need and purpose for the MSR:

- [The District] Board of Directors is aware of continuing taxpayer concerns about effective, efficient, equitable, and sustainable delivery of services throughout the 77-mile coastal service area.
- [The] District and County are exploring options for the District to operate and maintain Bower Park... However, absent a current MSR, the District cannot determine the equitable and sustainable financial capacity to support this crucial south coast facility.
- The District wishes to move forward with the preparation of an MSR as soon as possible to assist the District in developing programs and services within its service area, and for allocating costs accordingly.
- The District does not wish to make any changes of organization and desires no change to the existing sphere of influence.

After detailed review of the Administrative Draft MSR, the District commented extensively on the lack of location-based data on property tax allocation revenue and incomplete analysis of the efficiency, equity, and sustainability of service delivery and facility operations throughout the District territory. These deficiencies undermine the achievement of determinations in compliance with California Government Code (CGC) Section 56430, which include:

 PO Box 532 Fort Bragg, CA 95437

 707-409-0760

 info@mcrpd.us

- Financial ability of agencies to provide services.
- Status of, and opportunities for, shared facilities.
- Accountability for community service needs, including governmental structure and operational efficiencies.
- Any other matter related to effective or efficient service delivery, as required by commission policy.


In September, District staff learned that the City of Fort Bragg was conducting a fee study and intended to create a new City Parks and Recreation Department. This administrative evolution is happening within the context of the City's substantial portfolio of recreational programs and facilities, receipt of 45% of the District annual property tax allocation, and pre-application to annex the 582-acre property on State Route 20 for purposes including recreation. While not anticipated when the District MSR began, Fort Bragg's realization of recreation and park powers since February made District reorganization likely within the next five years. The ongoing MSR should analyze reorganization to ensure local government efficiency and disclose potential fiscal impacts of property tax revenue reallocation. An objective fiscal impact analysis must be informed by location-based data on District revenue derived from property taxes collected within the municipality of Fort Bragg and from elsewhere within the District territory.

Dave Shpak, District Board Chair, and I met with Ms. Chamise Cubbison, the Mendocino County Auditor-Controller / Treasurer-Tax Collector on October 30, 2025. We explained the need for MSR analysis of the efficiency, equity, and sustainability of service delivery and facility operations throughout the District territory and asked Ms. Cubbison to provide LAFCo location-based data on annual property tax allocations to the District. Ms. Cubbison refused to furnish this information for the MSR. Her refusal appears to conflict with the requirements of CGC Section 56386 and deprives LAFCo of information germane to the MSR scope mandated in CGC Sections 56425 and 56430. Please submit a formal request to Mendocino County to furnish this data to LAFCo, in compliance with state law requirements for prompt and sufficient MSR completion.

The District appreciates the level of effort required to conduct an MSR. To the extent that potential District reorganization in favor of Fort Bragg represents new analysis in addition to the MOU scope of work, I anticipate the District Board of Directors would consider additional cost sharing with LAFCo. Please advise on changes to the MSR budget and milestone schedule.

Please contact me if you have any questions or need additional information.

Sincerely,



Kylie Felicich, General Manager
Mendocino Coast Recreation and Park District

Cc:

Chamise Cubbison, Mendocino County Auditor-Controller / Treasurer-Tax Collector

Ted Williams, Mendocino County Supervisor, District 5

Maureen Mulheren, Mendocino Local Agency Formation Commission Chair



Mendocino LAFCo

Encouraging Well-Planned Community Growth

200 S School Street | Ukiah, CA 95482

Phone: (707) 463-4470

Email: eo@mendolafco.org

Web: mendolafco.org

February 2, 2026

Kylie Felicich, General Manager
Mendocino Coast Recreation and Park District
PO Box 532
Fort Bragg, CA 95437

Re: Mendocino Coast Recreation and Park District Municipal Service Review

Dear Ms. Felicich:

Thank you for your correspondence dated December 29, 2025, regarding the Mendocino Coast Recreation and Park District (District) Municipal Service Review (MSR). We appreciate the District's interest in ensuring that the MSR meaningfully supports thoughtful planning and informed discussion about the provision of recreation and park services within the District's service area.

In your correspondence, the District requested that LAFCo:

- Formally request that Mendocino County provide location-based data on annual property tax allocations for recreation and park purposes to the District and the City of Fort Bragg; and
- Evaluate the efficiency and equity of the District's use of annual property tax allocation revenues throughout the District's territory.

I spoke with Ms. Cubbison, Auditor-Controller-Tax Collector, who indicated that producing the volume of data and level of analysis requested would exceed the current capacity of her department. In addition, this type of detailed, location-based fiscal analysis extends beyond the scope of the MSR process, as discussed prior to execution of the MOU. Government Code §56386 does not mandate county provision of location-based property tax data for an MSR. Government Code §56425 and §56430 require LAFCo to conduct service reviews using available agency data, but these sections do not compel counties to generate custom, parcel-level reports.

With respect to your second request, that LAFCo evaluate the efficiency and equity of a District's property tax revenue use across its territory, this goes beyond core MSR requirements. Standard MSRs focus on high-level fiscal health, not granular equity audits, which resemble district-led Comprehensive Fiscal Analyses (CFAs) or performance reviews.

We certainly understand the District's interest in more detailed fiscal information to support strategic planning and long-term decision-making. That type of analysis is typically addressed through a CFA, rather than an MSR. Consistent with state law and past practice, LAFCo relies on audited financial statements and adopted budgets as the basis for financial discussion and analysis in MSRs. MSRs typically rely on agency-provided budgets, financial audits, historical revenues, trends, and high-level property tax summaries rather than parcel-level or geographically detailed breakdowns.

The MSR has been prepared in accordance with statutory requirements and with a level of detail consistent with State law and with other MSRs adopted by the Commission. If the District wishes to develop additional fiscal analyses to augment the information provided by the MSR, there are private organizations and firms that specialize in acquiring and analyzing county-level fiscal and parcel data and may be able to assist the District should it wish to pursue a more detailed fiscal analysis independently. Potential resources may include, but are not limited to, the following:

- California Municipal Statistics – <https://www.calmuni.com/>
- California Special Districts Association – <https://www.csda.net/home>
- HDL Companies – <https://www.hdlcompanies.com/>
- ParcelQuest – <https://www.parcelquest.com/>


Your correspondence also requests that the MSR be revised to analyze a possible future reorganization related to the City of Fort Bragg. Government Code §56430 mandates that LAFCo MSRs evaluate an agency's current financial ability, service capacity, infrastructure needs, and opportunities for efficiencies using readily available data, but does not require analysis of speculative future reorganizations. While the MSR will qualitatively note the City's emerging park and recreation department, the 45% tax share for the C.V. Starr Center, and annexation interests as part of regional context, projecting fiscal impacts of unfiled applications or hypothetical tax reallocations over five years exceeds statutory requirements for the MSR.

While we appreciate the District's willingness to consider costs sharing for the "potential District reorganization in favor of Fort Bragg," any such analysis would be entirely speculative, and is not a part of the MSR under the Government Code. Further, any analysis of tax apportionments by the County Assessor and Auditor-Controller related to such a reorganization are only required to be conducted in response to a formal application to LAFCo. Analysis of a reorganization that may or may not occur is properly conducted during the formal reorganization proceeding.

We appreciate the District's engagement in the MSR process and its broader interest in equitable and efficient service delivery. The MSR for the District will meet statutory requirements, and it is important as we move toward completion to be aware that all MSRs serve the same statutory purpose. In the District's case, there may be a need and/or desire for something beyond the MSR, for additional data collection and analysis that will augment the District's understanding of its own fiscal circumstances. These additional efforts may be made in different formats, such as a CFA, and it would not be appropriate or lawful for LAFCo to distort the MSR process to include custom analysis that lies outside of the statutory framework.

LAFCo staff remains available to discuss the MSR findings, answer questions regarding the scope of the analysis, and coordinate as appropriate as the District continues its planning efforts.

Sincerely,



Uma Hinman
Executive Officer

cc:

Chamise Cubbison, Mendocino County Auditor-Controller/Treasurer-Tax Collector
Ted Williams, Mendocino County Supervisor, District 5
Maureen Mulheren, Commission Chair