

# L A F C O M E M O R A N D U M

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*SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION*  
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July 2, 2015 (Agenda)

TO: Each Member of the Commission

FROM: Paul Hood *PLH*  
Executive Officer

SUBJECT: **Report on the CALAFCO 2015-16 Strategic Plan**

*This is an Informational Report. No Action is Necessary*

Attached for the Commission's information is a copy of the CALAFCO 2015-16 Strategic Plan. The Plan was adopted by the CALAFCO Board of Directors at their May 8, 2015 meeting. It is a product of the day-long planning retreat the Board and staff conducted on January 29, 2015.

Please contact the LAFCO office if you have any questions.

CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS

# 2015 - 2016 Association Strategic Plan

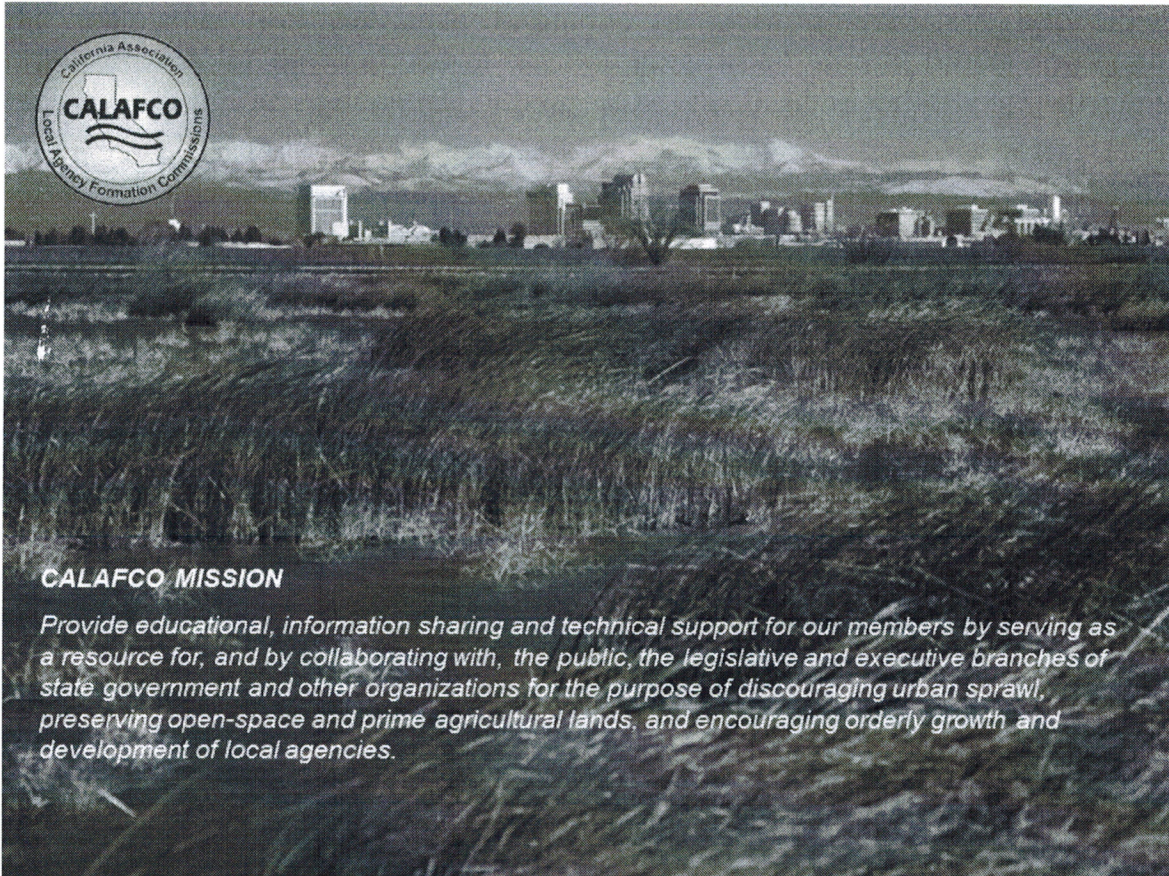
Adopted by the Board of Directors on 8 May 2015



## CALAFCO MISSION

CALAFCO provides educational, information sharing and technical support for its members by serving as a resource for, and by collaborating with, the public, the legislative and executive branches of state government, and other organizations for the purpose of discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.

*Reaffirmed by the Board of Directors on 29 January 2015.*







## **2015-2016 Policy and Legislative Priorities**

*As they relate to and impact discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.*

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### **PRIMARY ISSUES**

#### **AUTHORITY OF LAFCO**

Support legislation that maintains or enhances LAFCo's authority to condition proposals to address any or all financial, growth, service delivery, and agricultural and open space preservation issues. Support legislation that maintains or enhances LAFCo's ability to make decisions regarding boundaries and formations, as well as to enact recommendations related to the delivery of services and the agencies providing them, including consolidations, reorganizations or dissolutions.

#### **AGRICULTURE AND OPEN SPACE PROTECTION**

Preserve prime agriculture and open space lands. Support policies that recognize LAFCo's mission to protect and mitigate the loss of prime agricultural and open space lands and that encourage other agencies to coordinate with local LAFCos on land preservation and orderly growth. Support efforts that encourage the creation of habitat conservation plans.

#### **WATER AVAILABILITY**

Promote adequate water supplies and infrastructure planning for current and planned growth as well as to support the sustainability of agriculture. Support policies that assist LAFCo in obtaining accurate and reliable water supply information to evaluate current and cumulative water demands for service expansions and boundary changes including impacts of expanding water company service areas on orderly growth, and the impacts of consolidation or dissolution of water companies providing services. Support policies that promote an integrated approach to water availability and management.

#### **VIABILITY OF LOCAL SERVICES**

Support legislation that maintains or enhances LAFCo's ability to review and act to determine the efficient and sustainable delivery of local services and the financial viability of agencies providing those services to meet current and future needs including those identified in regional planning efforts such as sustainable communities strategies. Support legislation which provides LAFCo and local communities with options for local governance and service delivery, including incorporation as a city, formation as a special district, or reorganizations or dissolutions to ensure efficient, effective, and quality service delivery. Support efforts which provide tools to local agencies to address aging infrastructure, fiscal challenges and the maintenance of services.



## **2015 – 2016 Issues of Interest**

*As these issues relate to and impact orderly growth, sprawl, and local services.*

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### **HOUSING**

Provision of territory and services to support housing plans consistent with regional land use plans and local LAFCo policies.

### **TRANSPORTATION**

Effects of Regional Transportation Plans and expansion of transportation systems on future urban growth and service delivery needs, and the ability of local agencies to provide those services.

### **FLOOD CONTROL**

The ability and effectiveness of local agencies to maintain and improve levees and protect current infrastructure. Carefully consider and value of uninhabited territory, and the impact to public safety of proposed annexation to urban areas of uninhabited territory which is at risk for flooding. Support legislation that includes assessment of agency viability in decisions involving new funds for levee repair and maintenance. Support efforts that encourage the creation of habitat conservation plans.

### **ADEQUATE MUNICIPAL SERVICES IN INHABITED TERRITORY**

Expedited processes for inhabited annexations should be consistent with LAFCo law and be fiscally viable. To promote environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services to these communities, including options for annexation of contiguous disadvantaged unincorporated communities. Promote the delivery of adequate, sustainable, efficient, and effective levels of service through periodic updates of Municipal Service reviews, Spheres of Influence, and other studies.



## **2015 - 2016 Association Strategies and Objectives**

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### **STRATEGIC AREA ONE**

*Provide educational forums, professional development and networking opportunities for Commissioners, LAFCo staff, Associate Members, and stakeholders.*

### **OBJECTIVES**

#### **Annual Conference**

1. Provide an annual conference which includes superior professional development sessions and networking opportunities for all attendees.
2. Manage conference finances to organizational policy of a minimum net profit of 15%.
3. Determine desired level of sponsorships for annual conference, and if necessary put additional resources in place to support desired change in time for the 2016 annual conference.

#### **Staff Workshop**

1. Provide an annual staff workshop which includes superior professional development sessions and networking opportunities for all LAFCo staff and Associate Members.

#### **CALAFCO University**

1. Hold two University courses per year for staff, commissioners and stakeholders, which are focused on skill development of LAFCo process and technical issues.
2. Hold one session in the northern part of the state and one session in the southern part of the state each year to encourage maximum statewide participation.

#### **Organizational Participation**

1. CALAFCO Board ad hoc subcommittee and staff to review current conference "Host" model and make recommendations to the full Board for change/improvement.
2. CALAFCO Board make recommendations for change, if any, to the membership at the 2015 annual membership meeting on September 3, 2015.



## **Association Strategic Plan**

Adopted by the Board of Directors, 8 May 2015



### **STRATEGIC AREA TWO**

*Build strong member LAFCos and a strong Association through communicating regularly, fostering an environment of support and appreciation by acknowledging volunteer contributions, supporting regional communication and collaboration, strengthening member relationships and increasing membership involvement in the Association.*

### **OBJECTIVES**

#### **Association Communications**

1. Provide a quarterly update to the members after each Board meeting.
2. Provide written annual report to the membership inside the annual edition of The Sphere to be distributed at the annual conference.
3. Maintain Association's list-serves.
4. Executive Director to visit at least six (6) LAFCos per year.

#### **Promotion and Recognition of Volunteer Contributions**

1. Executive Director to send written thank you acknowledgement to all LAFCos participating in annual conference and staff workshop within one month of the conclusion of the event.
2. Executive Director to acknowledge host and program committee volunteers with written thank you within one month of the conclusion of each event.
3. CALAFCO to provide each event speaker volunteer with written thank you acknowledgement during the event.
4. All volunteers acknowledged appropriately at each event (either verbally, in writing, or both).
5. Hold annual Achievement Awards to acknowledge contributions and publish award recipients in quarterly reports.

#### **Facilitation of Regional Meetings and Communications**

1. CALAFCO to maintain regional list-serves for use by each region's Executive Officer and Board members.
2. CALAFCO regional representatives (Board members, Executive Officer and Deputy Executive Officers) to communicate with their regional LAFCos at least two (2) times annually, informing them of CALAFCO activities regional level perspectives.
3. CALAFCO Executive Director and Board members to support, as appropriate, regional meetings of LAFCo commissioners and staff, and attend whenever possible.
4. CALAFCO Executive Director to hold at least two (2) staff meetings annually to set and implement annual staff goals and objectives that are aligned with Association's Strategic Plan.



### **Increase Membership Activity and Involvement**

1. Executive Director, Executive Officer and Deputy Executive Officers to directly encourage LAFCo staff that do not regularly participate in event planning and execution to do so, with the goal of having at least two (2) new members on each planning committee for the annual conference and staff workshop.
2. Achievement Awards Committee members to directly encourage LAFCos in their region to participate in the annual Achievement Awards.
3. Nominations and Recruitment Committee members to directly encourage LAFCos in their region to participate in the Board elections and to attend the annual conference.

### **STRATEGIC AREA THREE**

*Provide value-added and timely resources for members through the organization's website, newsletters, and by keeping the Association's policies and procedures up to date.*

### **OBJECTIVES**

#### **CALAFCO Website**

1. Conduct an RFP for new web hosting and site services and determine cost and new provider by July 31, 2015.
2. Upgrade the CALAFCO website and host services by December 2015. This includes a more stable host, greater site security, and full migration of existing site content.
3. Enhance site security by approving an individual user name and password for each member user with implementation of new site.
4. Add features and functionalities that create value for the membership during 2016.

#### **Newsletters**

1. In addition to producing and distributing Quarterly Newsletters, produce and distribute one (1) annual edition of The Sphere, to include articles of interest and a full annual report to the membership, to be distributed at the annual conference.

#### **Association Policies**

1. Conduct an annual review of current Association policies and procedures and modify as necessary.

**Association Strategic Plan**

*Adopted by the Board of Directors, 8 May 2015*



**STRATEGIC AREA FOUR**

*Support and sponsor research which shares the work and data from member LAFCoS and serves as a resource to all Association members.*

**OBJECTIVES**

**Biennial Member Survey**

1. Survey Executive Officers on what data serves the greatest value by March 31, 2015.
2. Streamline the survey process to encourage greater participation and focus on the more important data by the end June 2015.
3. Conduct survey and have results published by September 30, 2015.

**White Papers**

1. Prepare two (2) white papers per year on key legal and/or technical issues of importance to member LAFCoS. Poll members to determine the most relevant and value-added topics.

**STRATEGIC AREA FIVE**

*Serve as a legislative and policy advocate for LAFCo issues and as an information resource to the Legislature and other stakeholders.*

**OBJECTIVES**

**Advocate legislative needs and positions**

1. Sponsor the annual Assembly Local Government Committee Omnibus bill, which makes technical, non-substantive changes to the Cortese-Knox-Hertzberg Reorganization Act of 2000.
2. Take positions and advocate those positions on legislation pursuant to the Association's adopted Legislative Priorities and Policies. Encourage member LAFCoS to do the same.

**Enhance relationships between LAFCo Commissioners and Legislators for legislative advocacy.**

1. At least one (1) time per year, CALAFCO Executive Director, Board Chair, and other Board members to visit with key legislators and staff, including but not limited to members and staff of the Assembly Local Government and Senate Governance and Finance Committees.



## **Association Strategic Plan**

*Adopted by the Board of Directors, 8 May 2015*



**Serve as an objective resource to the Legislature, organizations seeking to reform local government and state agencies on local government services and organization as requested and appropriate.**

1. Participate in statewide, regional and local meetings, symposiums and other events as appropriate.

### **Maintain strong relationship with peer Associations**

1. Work with peer Associations as appropriate on legislative matters, communicating early on potential CALAFCO legislation that will impact their membership.
2. Inform and educate peer Association members by attending and presenting on the role of LAFCo at least two (2) times per year.

## **STRATEGIC AREA SIX**

***Expand Associate membership in the Association and create strong membership value for all Associate members.***

### **OBJECTIVES**

#### **Expand Associate member involvement in conferences and workshops**

1. Have at least one (1) Associate member on the planning committee of each annual conference and workshop.
2. Distribute Call for Presentations to all Associate members, encouraging them to submit sessions for each event.
3. Use Associate members as session speakers whenever possible and appropriate.

#### **Enhance Associate Membership value**

1. Executive Director to examine existing Associate member cost-benefit structure, seeking feedback from Associate members by the end of 2015.
2. Executive Director to make recommendations for changes, if appropriate to the Board by March 31, 2016.
3. Implement any changes to the Associate membership structure at the start of the 2016-2017 fiscal year (July 1, 2016).
4. Transition all Associate members onto the same annual billing cycle of July 1 by July 1, 2016.
5. Implement a new Achievement Award for Associate members, the Associate Member of the Year Award, at the 2015 annual Achievement Awards.

#### **Increase Associate Memberships**

1. Increase Gold Associate members in 2015 and 2016 by one (1) member per year.
2. Increase Silver Associate members in 2015 and 2016 by two (2) members per year.