

LAFCO MEMORANDUM

SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION

105 East Anapamu Street • Santa Barbara CA 93101 • (805) 568-3391 + Fax (805) 568-2249

March 4, 2021 (Agenda)

TO: Each Member of the Commission

FROM: Mike Prater
Executive Officer

SUBJECT: **Receive and File a Report on CALAFCO FY 21-22 Dues and Annual & Quarterly Report**

This is an Informational Report. No Action is Necessary

DISCUSSION

This memo provides the CALAFCO Dues update that was voted on at the Regular Business Meeting on January 22, 2021. The Board voted unanimously to adopted the FY 2021-22 dues with no changes to the bottom-line budget number, amount of \$300,000, base rate of \$1,000, and population cap of 700,000. Pursuant to the Bylaws, the population estimates were updated based on data from the CA Dept. of Finance, triggering a change in the per capita rate.

Attached for the Commission's reference is the Board letter and newly revised chart of the FY 2021-22 dues. Santa Barbara Dues reflects a minor decrease to \$7,293. Also attached is the CALAFCO Annual and Quarterly Report.

Attachments

Attachment A – 2021-22 Dues by LAFCO

Attachment B – February 2021-CALAFCO Quarterly Report

Attachment C – 2020 - CALAFCO Annual Report

Please contact the LAFCO office if you have any questions.

February 9, 2021

TO: Member LAFCoS
SUBJECT: Adopted dues structure for FY 2021-22

Dear Member LAFCoS:

As you know, the membership voted to approve a new dues structure on October 31, 2019 at the Annual Business meeting. After hearing feedback from member LAFCoS during the meeting and receiving an alternate proposal from a member LAFCo for consideration, the CALAFCO Board formed an ad hoc dues committee on July 24, 2020.

The committee met twice in meetings that were open to member LAFCoS and heard additional comments from numerous LAFCoS. The matter was again taken up for consideration by the Board at their January 21, 2021 strategic planning workshop after having received a report from the ad hoc committee. The ad hoc committee's report included all of the various dues models they considered over the course of their two meetings (16 in total).

The new dues structure contains several variables that are, pursuant to adopted Bylaws, required to be considered by the Board annually as they set the dues for the following fiscal year. Those variables include a required update to population estimates provided by the CA Dept. of Finance (DOF), base dues amount, population cap, and the per capita rate. The baseline for the variables is the estimated total operational costs of the annual budget. During their deliberations on January 21, the Board considered one more model that contained the updated population estimates that became available in December 2020 (after the committee completed its work). This model used the updated population figures along with existing variables. In total, 17 options were considered. (All the Board strategic planning session and subsequent meeting documents are located on the CALAFCO website and accessible to all members.)

After a lengthy discussion and careful consideration, the Board unanimously adopted the FY 2021-22 member LAFCo dues the following day during their regular Board meeting, which are included as an attachment. The bottom-line budget amount of \$300,000, base rate of \$1,000, and population cap of 700,000 remain the same as in FY 2020-21.

The updated population numbers demonstrate an overall reduction in population (from the prior year's numbers) by 766,973. With a reduction in population and the use of the \$300,000 bottom line budget amount, the per capita rate automatically adjusts upward from 0.013803 to 0.013943. The per capita rate increase of \$0.014 per 100 persons is because of the population decrease. Some LAFCoS whose population decreased might have had an overall increase in their dues because the decrease in dues due to the change in population was less than the increase due to the change in the pro rata rate formula.

Further, the Board's adoption of the FY 2021-22 dues does *not* include a CPI increase (estimated at 3% by the DOF).

We and the rest of the Board are available to answer any questions you may have. You are encouraged to seek out the feedback of your regional Board members.

On behalf of the CALAFCO Board of Directors,



Michael Kelley
Chair of the Board



Pamela Miller
Executive Director

Cc: CALAFCO Board of Directors
attachment

CALAFCO Member LAFCo Dues for FY 2021-22
As adopted by the CALAFCO Board of Directors on January 22, 2021

Counties	58	Base Dues	1,000
CALAFCO Budget	300,000	Population Threshold	700,000
CA Population	39,782,419	Per Capita Rate	0.0139
Population for Dues	17,356,427	Budget from Base Dues	58,000
		Budget from Per Capita	242,000

County	Updated Population Estimate 2020	Population Estimate for FY 20-21 Dues	Population difference	Population For Dues Calculation	Base Dues	Per Capita Dues	Base + Per Capita Dues FY 21-22	Total Per Capita Rate	Diff FY 20-21 to 21-22
ALAMEDA	1,671,855	1,703,660	-31,805	700,000	1,000	9,760	10,760	0.0064	98
ALPINE	1,115	1,107	8	1,115	1,000	16	1,016	0.9108	1
AMADOR	37,577	37,560	17	37,577	1,000	524	1,524	0.0406	6
BUTTE	206,362	230,701	-24,339	206,362	1,000	2,877	3,877	0.0188	-307
CALAVERAS	44,286	44,953	-667	44,286	1,000	617	1,617	0.0365	-3
COLUSA	22,075	23,144	-1,069	22,075	1,000	308	1,308	0.0592	-11
CONTRA COSTA	1,149,800	1,178,639	-28,839	700,000	1,000	9,760	10,760	0.0094	98
DEL NORTE	27,193	26,997	196	27,193	1,000	379	1,379	0.0507	6
ELDORADO	192,012	189,576	2,436	192,012	1,000	2,677	3,677	0.0192	60
FRESNO	1,026,358	1,033,095	-6,737	700,000	1,000	9,760	10,760	0.0105	98
GLENN	29,507	29,691	-184	29,507	1,000	411	1,411	0.0478	1
HUMBOLDT	132,706	137,711	-5,005	132,706	1,000	1,850	2,850	0.0215	-51
IMPERIAL	188,090	195,814	-7,724	188,090	1,000	2,623	3,623	0.0193	-80
INYO	18,429	18,724	-295	18,429	1,000	257	1,257	0.0682	-1
KERN	912,975	930,885	-17,910	700,000	1,000	9,760	10,760	0.0118	98
KINGS	154,745	154,549	196	154,745	1,000	2,158	3,158	0.0204	25
LAKE	63,771	65,302	-1,531	63,771	1,000	889	1,889	0.0296	-12
LASSEN	28,872	30,626	-1,754	28,872	1,000	403	1,403	0.0486	-20
LOS ANGELES	10,171,593	10,435,036	-263,443	700,000	1,000	9,760	10,760	0.0011	98
MADERA	158,794	162,990	-4,196	158,794	1,000	2,214	3,214	0.0202	-36
MARIN	258,956	265,152	-6,196	258,956	1,000	3,611	4,611	0.0178	-49
MARIPOSA	17,778	18,031	-253	17,778	1,000	248	1,248	0.0702	-1
MENDOCINO	87,491	90,175	-2,684	87,491	1,000	1,220	2,220	0.0254	-25
MERCED	284,761	286,746	-1,985	284,761	1,000	3,970	4,970	0.0175	12
MODOC	9,416	9,422	-6	9,416	1,000	131	1,131	0.1201	1
MONO	13,447	13,986	-539	13,447	1,000	187	1,187	0.0883	-6
MONTEREY	441,290	454,599	-13,309	441,290	1,000	6,153	7,153	0.0162	-121
NAPA	138,711	143,800	-5,089	138,711	1,000	1,934	2,934	0.0212	-51
NEVADA	97,439	99,548	-2,109	97,439	1,000	1,359	2,359	0.0242	-15
ORANGE	3,190,832	3,260,012	-69,180	700,000	1,000	9,760	10,760	0.0034	98
PLACER	397,469	397,368	101	397,469	1,000	5,542	6,542	0.0165	57
PLUMAS	18,246	19,374	-1,128	18,246	1,000	254	1,254	0.0687	-13
RIVERSIDE	2,449,299	2,500,975	-51,676	700,000	1,000	9,760	10,760	0.0044	98
SACRAMENTO	1,562,242	1,572,886	-10,644	700,000	1,000	9,760	10,760	0.0069	98
SAN BENITO	62,789	60,067	2,722	62,789	1,000	875	1,875	0.0299	46
SAN BERNARDINO	2,184,112	2,230,602	-46,490	700,000	1,000	9,760	10,760	0.0049	98
SAN DIEGO	3,352,145	3,398,672	-46,527	700,000	1,000	9,760	10,760	0.0032	98
SAN FRANCISCO	899,891	905,637	-5,746	700,000	1,000	9,760	10,760	0.0120	98
SAN JOAQUIN	776,068	782,662	-6,594	700,000	1,000	9,760	10,760	0.0139	98
SAN LUIS OBISPO	276,151	284,126	-7,975	276,151	1,000	3,850	4,850	0.0176	-72
SAN MATEO	775,132	792,271	-17,139	700,000	1,000	9,760	10,760	0.0139	98
SANTA BARBARA	451,329	460,444	-9,115	451,329	1,000	6,293	7,293	0.0162	-62
SANTA CLARA	1,962,251	2,011,436	-49,185	700,000	1,000	9,760	10,760	0.0055	98
SANTA CRUZ	270,067	282,627	-12,560	270,067	1,000	3,766	4,766	0.0176	-135
SHASTA	177,692	180,198	-2,506	177,692	1,000	2,478	3,478	0.0196	-9
SIERRA	3,117	3,129	-12	3,117	1,000	43	1,043	0.3348	0
SISKIYOU	43,792	44,186	-394	43,792	1,000	611	1,611	0.0368	1
SOLANO	440,198	453,784	-13,586	440,198	1,000	6,138	7,138	0.0162	-125
SONOMA	491,134	515,486	-24,352	491,134	1,000	6,848	7,848	0.0160	-267
STANISLAUS	555,955	572,000	-16,045	555,955	1,000	7,752	8,752	0.0157	-143
SUTTER	101,160	101,418	-258	101,160	1,000	1,410	2,410	0.0238	10
TEHEMA	65,266	65,119	147	65,266	1,000	910	1,910	0.0293	11
TRINITY	13,291	13,389	-98	13,291	1,000	185	1,185	0.0892	0
TULARE	480,788	487,733	-6,945	480,788	1,000	6,704	7,704	0.0160	-28
TUOLUMNE	52,353	53,976	-1,623	52,353	1,000	730	1,730	0.0330	-15
VENTURA	841,439	869,486	-28,047	700,000	1,000	9,760	10,760	0.0128	98
YOLO	221,718	229,023	-7,305	221,718	1,000	3,091	4,091	0.0185	-70
YUBA	<u>79,089</u>	<u>79,087</u>	<u>2</u>	<u>79,089</u>	<u>1,000</u>	<u>1,103</u>	<u>2,103</u>	<u>0.0266</u>	<u>11</u>
	39,782,419			17,356,427	58,000	242,000	300,000		



News from the Board of Directors **CALAFCO QUARTERLY**

February 2021



A message from the Executive Director

Greetings from your CALAFCO Board of Directors and Executive Director. It seems that our collective hope for an uneventful start to 2021 was met with laughter and resistance from the universe. However, we remain undaunted and resolute to move forward in partnership with our members to make great things happen in 2021.

This Quarterly Report will begin by highlighting the good news in our CALAFCO family first, followed by Association updates. Happy reading!

LAFCOs in the News

Santa Clara LAFCo Receives State APA Award for Communication and Outreach Plan

After receiving the American Planning Association - California Northern Chapter's "Award of Excellence - Communication Initiative", **Santa Clara LAFCo's** project then received the State Chapter's 2020 Award of Excellence.

San Bernardino and San Diego LAFCos Awarded Sustainable Agricultural Lands Conservation (SALC) Grants

San Bernardino LAFCo, in partnership with the Inland Empire Resource Conservation District (IERCD), were awarded a SALC planning grant for \$220,475. The planning grant project aims to create a local tool for the preservation of agriculture lands, which does not currently exist in San Bernardino County. The goals of this project would be to encourage the long-term preservation of agricultural lands within San Bernardino County and develop local mitigation tools to provide a way for municipalities to preserve agricultural lands while continuing to address housing and growth needs.

San Diego LAFCo, in partnership with the Resource Conservation District (RCD) of Greater San Diego, the San Diego County Farm Bureau, the County of San Diego, and San Diego Association of Governments (SANDAG) were also awarded a SALC planning grant for \$250,000. The purpose for the funding is to develop a community vision and strategic plan to increase and preserve San Diego region's agricultural lands and preserve its economic viability in semi-rural and rural communities. The plan of action is to identify and monitor agricultural lands and uses to inform future preservation and enhancement opportunities.

The Strategic Growth Council (SGC) added LAFCos to the list of eligible entities to apply for SALC grants in January 2019 after many years of CALAFCO trying to get LAFCos eligible for state-level grant funding. Since then, **San Bernardino** and

San Diego LAFCos are the first two LAFCos to initiate a grant application.

CALAFCO congratulates **Santa Clara, San Bernardino and San Diego LAFCos** on their achievements!



Welcome to Our Newest Associate Member

CALAFCO welcomes our newest Silver Associate Member, **Holly Owen**, Certified Planner. Holly's services include Municipal Service Reviews and planning and feasibility studies. To contact Holly, you can email her at holly.owen@gmail.com.

CALAFCO BOARD OF DIRECTORS

CALAFCO BOARD CHANGES

The Board recently welcomed three new Board members. In late October, two new members were elected to the Board. Representing the Coastal region county seat is **Christopher Lopez**, **Monterey LAFCo** Commissioner and County Supervisor. The central region county seat also has a new representative, **Merced LAFCo** Commissioner and County Supervisor **Daron McDaniel**. In January, the Board appointed a new member to fill the unexpired term of recently re-elected Board member Cheryl Brothers (who unfortunately lost her home election). Filling that unexpired term for the southern region city seat is **San Bernardino LAFCo** Commissioner and City of Fontana Mayor **Acquanetta Warren**.



The Board also gratefully acknowledges the outgoing Board members whose dedicated service to CALAFCO had a great impact: former **Monterey LAFCo** Commissioner **Jane Parker** (coastal region county rep); former **El Dorado LAFCo** Commissioner **Shiva Frentzen** (central region county rep); and former **Orange LAFCo** Commissioner **Cheryl Brothers** (southern region city rep).

News from the Board of Directors

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In November, the officers of the Board for 2020-21 were seated as follows:

Chair – *Michael Kelley*, Imperial LAFCo (southern)
Vice Chair – *Anita Paque*, Calaveras LAFCo (central)
Secretary – *Bill Connelly*, Butte LAFCo (northern)
Treasurer – *Margie Mohler*, Napa LAFCo (coastal)
Immediate Past Chair – *Michael McGill*, Contra Costa LAFCo (coastal)

During their November meeting, the Board made the following Committee appointments:

Legislative Committee

Bill Connelly (North)
Gay Jones (At-Large)
Jo MacKenzie (South)
Mike McGill (Coastal)
Anita Paque (Central)
Michael Kelley (a) (South)
Chris Lopez (a) (Coastal)
Daron McDaniel (a) (Central)
Tom Murray (a) (At-Large)
Josh Susman (a) (North)

Elections Committee

Blake Inscore
Gay Jones (Chair)
Chris Lopez
David West

Awards Committee

Daron McDaniel
Jo MacKenzie
Margie Mohler
Anita Paque (Chair)
Josh Susman

2021 Annual Conference

David Couch
Tom Murray
Daniel Parra
David West (Chair)

The CALAFCO Board met virtually for their biennial strategic planning session on January 21, followed by a regular Board meeting the next day on January 22 (also virtual). The full meeting packet for both sessions is located on the CALAFCO website (and accessible to all CALAFCO members). During the strategic planning session the Board discussed several topics of critical importance to the Association, including the current dues structure and population cap used, the ongoing practice of using 15% net profit from the Annual Conference to balance the budget, and the issue of extension of services as it relates to local agencies not always seeking LAFCo authorization of exemption or approval to extend services.

After spending time connecting as a group, the strategic planning session began with a dashboard review of the Association's work in 2020. Highlights included the cancellation of both the Staff Workshop and Conference (and the fiscal impact to the Association as a result of the Conference cancellation due to the reliance of the 15% net profit to balance the budget); the creation and delivery of a series of webinars offered at no cost to CALAFCO members; a new section on the CALAFCO website that houses these

webinars for on-demand viewing; updates to the CALAFCO website; and the legislative year that wasn't. Additional work accomplished that was not part of the strategic plan for 2020 included a successful transition of the two primary contractors to employees and the retention of the Executive Director (originally set to retire in the fall of 2020). The full 2020 dashboard review can be found on the CALAFCO website.

The Board spent a great deal of time discussing the member LAFCo dues issue after receiving a full report from the dues ad hoc committee. After reviewing the various models considered by the ad hoc committee (16 in total), the Board received one additional model that had updated population figures from the Department of Finance (using the existing FY 2020-21 model as the base). Again, after much discussion, the Board gave unanimous consent to maintaining all of the existing variables in the FY 2020-21 dues model, using the required updated population estimates and not adding the CPI increase (estimated at 3%) for the FY 2021-22 dues. This decision was formally ratified with unanimous approval during the Board meeting on January 22. An announcement regarding the FY 2021-22 dues was distributed February 9, and you can find the dues on the CALAFCO website.

The Board then discussed the ongoing structural deficit and dangerous fiscal practice of using an unreliable educational event net profit to balance the budget. They gave unanimous consensus to no longer using any net profit from any education event to balance the budget. Underscored this year without a Conference, the loss of that budgeted net profit created a structural deficit. That decision was also formally ratified with unanimous approval during their Board meeting on January 22.

Later that afternoon there was a discussion about the problem of local agencies not seeking LAFCo authorization to extend services. The Board brainstormed non-legislative ideas for consideration this year as an interim solution to a legislative fix in 2022. The day ended with a brief conversation about SMGA and the relationship between LAFCo and investor-owned utilities.

The Board will consider adopting the next two-year strategic plan (for 2021-22) at their April 30 meeting.

During their January 22 meeting, in addition to ratifying the decisions noted above, the Board received the second quarter financial reports and directed the Executive Director to create a rolling two-year budget going forward (beginning with the draft FY 2021-22 budget) and adopted the 2021 legislative policies with the recommended amendment of the Legislative Committee.



News from the Board of Directors

CALAFCO QUARTERLY

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CALAFCO EDUCATIONAL EVENTS

2021 STAFF WORKSHOP AND ANNUAL CONFERENCE

Staff Workshop

Due to the COVID-19 pandemic, CALAFCO's Staff Workshop was once again cancelled. The workshop was scheduled for March 17-19 in Newport Beach.

CALAFCO staff successfully negotiated a revision in the facility contract for 2022 at the same rates as 2021. We are still working with the mobile workshop vendors to try and roll over the deposits for that event and will keep you posted.

We wish to thank our Workshop hosts, *Imperial* and *Orange LAFCos* who have graciously agreed to host in 2022 - third time is a charm they say!

CALAFCO is currently polling LAFCo staff on their desire to have something offered for staff only in a virtual format. Watch for updates soon. *If your LAFCo staff have not provided us that feedback, please do so by the deadline of February 12.*

Mark your calendars for the Staff Workshop on March 23 - 25, 2022.

Annual Conference

The Annual Conference, hosted by CALAFCO, is currently scheduled for **October 6 - 8** at the *Hyatt Regency Newport Beach John Wayne Airport*. We are hopeful by that time we will be able to safely meet in person, and the Conference planning committee will begin their work very soon. Watch for a call for program planning volunteers.

CALAFCO UNIVERSITY

We were pleased to offer six virtual sessions in 2020 between August and December. This year, CALAFCO is planning several virtual CALAFCO U sessions for the first half of the year. Once again, these sessions will be offered to our members at no cost to you. *Watch for save-the-date announcements coming very soon.* As a teaser, we are planning for a three-part session on Fire and EMS Agency reorganizations in March and another session on Hiring Best Practices in May.



CALAFCO ADMINISTRATIVE UPDATE

CALAFCO staff are working on the annual updates of the Membership Directory. It's requested you respond to the request for updates when you receive them from us.



CALAFCO LEGISLATIVE UPDATE



The new two-year legislative session is in full swing and it is anticipated to be another interesting year. As the deadline to introduce legislation nears (Feb. 19), we are seeing a large number of bills relating to COVID-19 response, wildfire prevention, education, healthcare and bridging the equity divide.

CALAFCO is sponsoring the 2021 Assembly Local Government Committee (ALGC) Omnibus bill and continues the work of the Protest Provision Rewrite Working Group as legislative priorities for 2021. The Working Group, consisting of 18 members (CALAFCO, CSDA, League, CSAC and reps from both local government committees) reconvened and has approved the submission of several obsolete special provisions relating to protests into the Omnibus bill. The group is also working on drafting language to consolidate all existing protest language into one section within CKH, and the subcommittee that is looking at the protest percentage threshold variances is reconvening.

CALAFCO has also been working closely since last fall with Senator Caballero's staff and the sponsors of SB 414 (2019-20) on a redo of that bill. Our conversations have included offering amendments to write LAFCos back into the formation process of the new water authorities. Although the new bill has not yet been introduced (as of the writing of this Report), it is expected before the 2/19 deadline.

The 2020 CKH Guide is now available to download from the CALAFCO website. We are also accepting orders for the hard copy version. Visit the CALAFCO website for details.

Full 2020 legislative reports from the ALGC and Senate Governance & Finance Committees are also available on the CALAFCO website.

All bills being tracked by CALAFCO can be found on the CALAFCO website inside the Legislation section of the site (log in with your member id first to access this section). The CALAFCO Legislative Committee meets regularly and all meeting materials are located in the Legislation section of the CALAFCO website.





CALAFCO ASSOCIATE MEMBERS' CORNER



This section is dedicated to highlighting our Associate Members. The information below is provided to CALAFCO by the Associate member upon joining the Association. All Associate member information can be found in the CALAFCO Member Directory.

City of Rancho Mirage

The **City of Rancho Mirage** has been a Silver Associate Member since July 2010. With a population of just over 18,000, the **City of Rancho Mirage** is located in the County of Riverside. The City offers an abundant amount of sunshine, great climate, and related resort-style living. For more information about the City, contact the Director of Development Services, **Jeremy Gleim**, at jeremyg@ranchomirageca.gov, or at 760-328-2266. Learn more about the City on their website at www.ranchomirageca.gov.



County Sanitation Districts of Los Angeles County

The County Sanitation Districts of Los Angeles County has been a Silver Associate Member since July 2005. They are a public agency focused on converting waste into resources like recycled water, energy and recycled materials. The agency consists of 24 independent special districts serving about 5.6 million people in Los Angeles County. The service areas cover approximately 850 square miles and encompass 78 cities and unincorporated areas in the county. For more information on the Districts, contact **Donna Curry** at dcurry@lacsdc.org, or visit their website at www.lacsdc.org.



Rancho Mission Viejo

Rancho Mission Viejo has been a Silver Associate Member since June 2005. They are responsible for the development and management of a governance structure for a 23,000-acre, 14,000 home planned community. For more information, visit them at www.ranchomissionviejo.com or contact Michael Balsamo at mbalsamo@ranchomv.com.



QK

A Silver Associate Member since September 2010, **QK** (formerly Quad Knopf) provides planning, engineering, biology, environmental and survey services to public and private clients. Their planners have previous experience working for public agencies, including serving as LAFCo Analysts and Executive Officers. They specialize in the San Joaquin and Sacramento Valley regions. For more information on **QK**, visit their website at www.qkinc.com, or contact **Jerome Keene** at jerome.keene@qkinc.com.



CALAFCO wishes to thank all of our Associate Members for your ongoing support and partnership. We look forward to continuing to highlighting you in future Quarterly Reports.

Did You Know??

CALAFCO 2020 Survey

Did you know we recently published the **2020 survey of member LAFCos relating to COVID?** The survey included questions about current and future operations, staffing models, commission meeting methods, and budget impacts.



Meeting Documents Online

Did you know that all **CALAFCO Board of Directors and Legislative Committee meeting documents are online?** Visit the Boards & Committees pages in the Members Section of the site. Board documents date back to 2008 and Legislative Committee documents back to 2007.

CALAFCO Courses Archived

Did you know that all **CALAFCO University course materials are now archived on the CALAFCO website?** Visit the CALAFCO website in the CALAFCO U Course Material Archive section.

Mark Your Calendars For These Upcoming CALAFCO Events

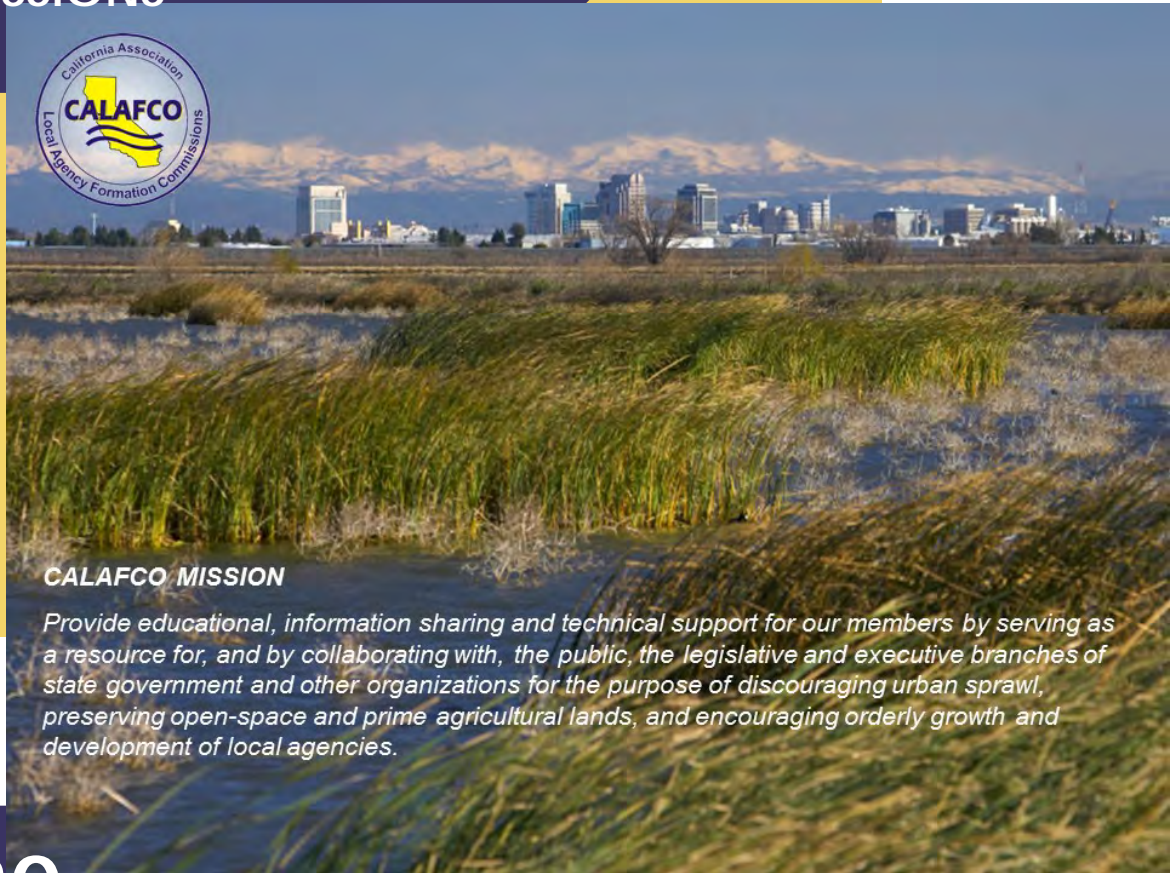
- ❖ CALAFCO Legislative Committee virtual meeting - 2/19
- ❖ CALAFCO Legislative Committee virtual meeting - 3/26
- ❖ CALAFCO Board of Directors virtual meeting - 4/30



The **CALAFCO 2021 Calendar of Events** can be found on the CALAFCO website.

As we continue to face both known and unknown challenges, your CALAFCO Board and Staff wish all of you to stay safe and be healthy. We thank you for your continued dedicated service to the communities you serve. Be well.

CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS



CALAFCO MISSION

Provide educational, information sharing and technical support for our 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.

2020 ANNUAL REPORT

California Association of Local Agency Formation Commissions

Email: info@calafco.org

Website: www.calafco.org

1020 12th Street, Ste. 222

Sacramento, CA 95814

Tel: 916-442-6536





FROM THE CALAFCO EXECUTIVE DIRECTOR

For just about all of us, 2020 was quite a challenge. During the year, the California Association of Local Agency Formation Commissions (CALAFCO) dedicated itself to meet the new and evolving needs of our members. As they reinvented the way they work and deliver services, so did we.

Although we were unable to gather in person in March for our annual Staff Workshop or in October for our Annual Conference, we stayed connected with virtual meetings and virtual educational events. We learned from each other as we supported one another through a historic time. CALAFCO stood in support of our member LAFcos by shifting the way we provide supportive services and adjusted priorities to meet their changing needs.

2020 will be remembered as the year we would all like to forget. But doing so means we also forget the many things we learned - about ourselves as strong, capable, and resilient beings, and about the power of collective support, collaborative and innovative problem solving, and about our ability to generate hope for systemic and sustainable change.

Without missing a beat, LAFcos throughout the state continued to provide the necessary leadership in fulfilling their missions, and in supporting their respective local agencies and the communities they serve. I would like to take this opportunity to thank all of our member LAFcos for their dedicated, focused and steadfast commitment to the work they do and the people they serve.

I also want to thank the CALAFCO regional staff for their support and contributions to the Association. A special thank you to our Associate member partners for their generous support of CALAFCO. Last but certainly not least, I want to express my gratitude to the CALAFCO Board of Directors, all of whom worked tirelessly throughout the year in support of the ideals and mission of CALAFCO and all LAFcos. Through their leadership, vision and tenacity, the Association met the challenges of the year.

I'm proud to represent the Association and all 58 LAFcos as well as our Associate Members, and present the 2020 Annual Report, which highlights the collective work of the past year and many of the achievements we realized. We hope you enjoy this new format of the Annual Report. I look forward to what we can accomplish together in 2021.

A handwritten signature in black ink, which appears to read "Pamela Miller". The signature is fluid and cursive, written over a light gray background.

Pamela Miller
Executive Director
CA Association of Local Agency Formation Commissions

CALAFCO 2020 Annual Report



FROM THE 2019-2020 CALAFCO CHAIR OF THE BOARD

We are living in interesting times!

Every time I think it can't get worse; it does. At the time I wrote this article, we were plagued by record heat and fires. Often past chairs have written something like, "...it was a challenging but rewarding year". I will say it was a challenging year; I don't think I can call it rewarding, but I have been proud to see how CALAFCO rose to the challenge and pivoted to address the impacts thrown on us by this pandemic. We moved to virtual meetings, made Zoom available to our member LAFCoS, held regular meetings with our member LAFCo Executive Officers/Clerks and made a series of virtual CALAFCO U classes and on demand webinars available free to our members; we continue to focus on "value added" to our members. Much of the credit for this, and its success, is due to efforts by our Executive Director, Pamela Miller, who we were fortunate to retain, as an employee, after she announced her retirement; we are indebted to her. Of course many others pitched in to make this possible and the CALAFCO Board provided needed support.

We were forced to cancel our Annual Conference. Many LAFCoS were directly impacted as were many government agencies. Many have died, the economy was rocked and many individuals struggle to meet basic needs; essential workers continue to provide service and others are forced to work out of economic necessity-risking their, and their family, health and lives.

My father, the youngest of four, was born in 1927. As I grew up, his parents from time to time, talked about the influenza pandemic of 1918. I used to find those stories surreal; people confined to their homes, a red notice nailed to the door and many deaths. My grandparents not only endured this pandemic but, in their lifetime, faced WWI, the Great Depression and WWII. Much of this is now delegated to "just history". My grandparents came thru it and someday 2020 will also be delegated to history.

I'm proud that CALAFCO more than survived this challenge. Our dues change let us avoid a structural deficit and a loss for the year even with the cancellation of the Annual Conference. Our prudent reserves may allow us to cover unexpected costs, especially legal costs as we navigated AB 5, converting Pamela and Jeni to employees.

We continue to proudly serve our member LAFCoS and remain a viable and respected voice in Sacramento.
Thanks to all of you.

Michael R. McGill, P.E.
Chair of the Board, 2019-2020
CA Association of Local Agency Formation Commissions

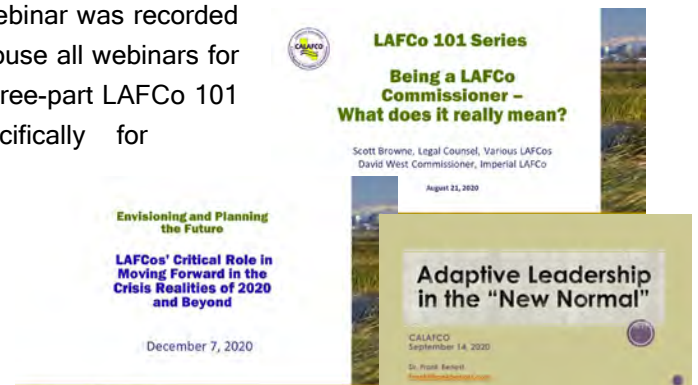
CALAFCO 2020 Annual Report

In 2019, CALAFCO began a two-year strategic plan to define the Association's priorities and guide the work. There were three main strategic areas each with actionable goals for each of the two years. This report highlights the achievements of the work in 2020 towards those goals.

1. Serve as an educational resource to member LAFCo Commissioners, LAFCo staff, Associate Members, and stakeholders.
2. Focus efforts on Association member development and communication.
3. Serve as an information resource to all Association members, work as a legislative and policy advocate for LAFCo issues and provide information to the Legislature and other stakeholders.

1. Serve as an educational resource

Given the COVID-19 pandemic, in-person training and educational opportunities were impossible from mid-March through the end of 2020. This meant the cancellation of our annual Staff Workshop and Annual Conference. However, in early summer, CALAFCO staff began looking at how to deliver short educational sessions virtually - something CALAFCO had never done before. From August through December, six webinars were successfully delivered at no cost to our members. Additionally, each webinar was recorded and a new section created on the CALAFCO website to house all webinars for member on-demand viewing. Webinar topics included a three-part LAFCo 101 series (including a newly designed session specifically for Clerks/Analysts and another for LAFCo Commissioners), adaptive leadership, and two sessions on LAFCos role in this "new/now normal" world of ours. In total, 274 LAFCo staff, commissioners and Associate Members attended these free educational offerings.



Early in January CALAFCO hosted a CALAFCO University session in Orange County focusing on legacy costs associated with reorganizations.

We are proud to continue to offer our members AICP credits when applicable for any educational session we host.

CALAFCO remains a coaching partner with Cal-ICMA and through this partnership all of our members receive free access to professional development webinars, one-to-one coaching and other professional development resources.



CALAFCO 2020 Annual Report

2. Focus efforts on Association member development and communication

In response to our members, CALAFCO developed a short series of News Bulletins and distributed them to the membership during the first three months of the State's shutdown. The Bulletins advised members of the latest Executive Orders and other noteworthy news items that impacted LAFCoS and other local agencies.

Beginning mid-March, we hosted weekly meetings for LAFCo Executive Officers and another for LAFCo Clerks to allow for collaboration and information sharing. These meetings transitioned to virtual meetings and continue as monthly meetings into 2021, with as many as 32 Executive Officers attending the monthly meeting.

Knowing many of our members struggled to find effective ways for their Commissions to meet while maintaining transparency and public participation, CALAFCO purchased two Zoom licenses and provided the use of one of those licenses to our member LAFCoS, along with our toll-free conference calling system, at no cost, as a way for our members to continue conducting business transparently.



The events of 2020 were uncharted territory for many, and the fiscal aftermath will long be felt by all local agencies across the state. CALAFCO recognized this as a unique time for LAFCoS to champion the support of local agencies and help rebuild communities. In partnership with several Executive officers and one of our Associate Member partners, CALAFCO created a series of messaging materials to assist our member LAFCoS in their facilitation of local discussions on the

revitalization of their respective communities. These resources were introduced and distributed in December.

In addition to our normal communication tools of Quarterly Reports and list serves, we also hosted virtual regional roundtables in December for our member LAFCoS (as a replacement for our in-person roundtables at the Annual Conference) as well as a LAFCo Legal Counsel roundtable in October. With so many of our members meeting virtually, our Executive Director was able to attend sixteen (16) different LAFCo meetings the second half of the year.

In response to the membership survey in 2019, CALAFCO staff spent time this year updating several of the most frequently used sections of the CALAFCO website. In addition to the creation of the new webinar archive, the CALAFCO University archives was updated, along with several sections within the LAFCo Law section. Other sections were completely reorganized and updated for easier member access to resource information and materials. CALAFCO is proud to continue earning the GuideStar Platinum Seal of Transparency for high level of nonprofit transparency.



CALAFCO 2020 Annual Report

3. Serve as an information resource and legislative and policy advocate

In addition to the work of enhancing the CALAFCO website as an informational resource, CALAFCO continued to participate in the Department of Water Resources' County Drought Advisory Group and lead the efforts of the 18-member Protest Provisions Stakeholder Working Group (Working Group).

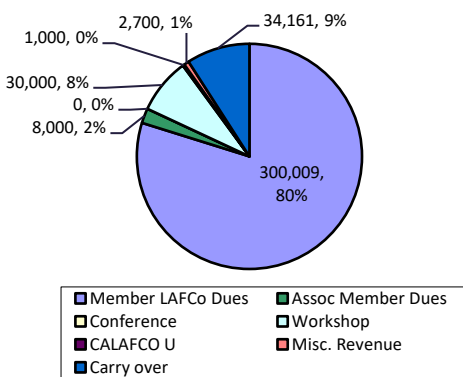
The 2020 legislative year turned out to be unlike any other and the pandemic turned legislation inside-out. The focus of the Legislature quickly turned to COVID response as well as responding to a historic year of wildfires and calls for social and racial justice and equity. At the direction of the CALAFCO Board, we ended our efforts to obtain state-level grant funding for LAFCoS through sponsored legislation and did not sponsor an Omnibus bill in 2020. Instead, the Board made the proposal to make changes to statute pertaining to extension of services the legislative priority, along with the ongoing efforts of the Working Group. After seeking feedback and consensus from Executive Officers as directed by the Board, in late January the Executive Committee approved moving forward with seeking legislation. Given the late timing, the Association was unsuccessful in securing an author. As a result, CALAFCO did not sponsor any bills in 2020. It is uncertain if any bills (other than Omnibus) would have successfully passed through the Legislature given the shift in their focus mid-year. CALAFCO continued to support our membership through legislative action where appropriate and fiercely guarded LAFCo authority when necessary, tracking 32 bills and taking positions on 7 bills.

Other 2020 highlights

There were several other highlights in 2020 that were not part of the two-year strategic plan. First, we successfully transitioned our two primary part-time contractors (Executive Director and Administrator) to part-time employees effective September 1 in compliance with AB 5. Additionally, for the first time, CALAFCO conducted a virtual election for the Board of Directors.

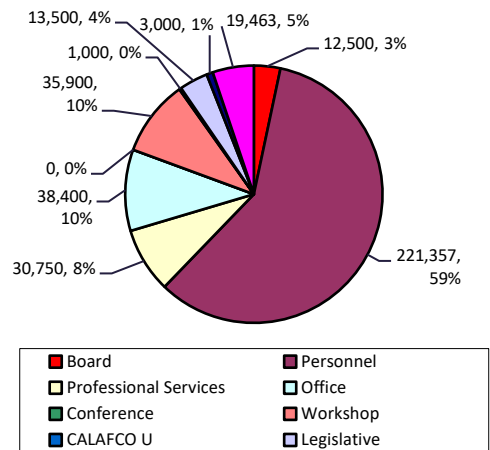
CALAFCO Financials 2020

FY 2020-21 REVENUE BY CATEGORY AND % OF TOTAL BUDGET



In July, the Board of Directors adopted a revised budget without any Conference revenue/expenses, with new estimated employer costs and the retention of the Executive Director. The lack of the planned 15% Conference net profit created a structural deficit that can be covered by the net balance carryover into FY 2020-21, which ended up

FY 2020-21 EXPENSES BY CATEGORY AND % OF TOTAL BUDGET



larger than expected at the end of FY 2019-20 due to cost savings in other budget areas. By the end of 2020 it appeared savings into FY 2020-21 was continuing in many areas that will help the Association's financial outlook going into another uncertain fiscal year.

Looking ahead to 2021

Our LAFcos are strong and resilient and led with remarkable courage during 2020. CALAFCO remains committed to continue building a resilient and sustainable Association that supports our members in their work. To focus resources on our members' highest priorities in 2021, the CALAFCO Board of Directors' biennial strategic planning workshop in January will create the foundation for the Association's next two-year strategic plan. As we move into our 50th year, CALAFCO remains committed to:

- **Serve as an educational resource to member LAFCo Commissioners, LAFCo staff, Associate Members, and stakeholders.**
- **Focus efforts on Association member relations, development, recognition and communication.**
- **Continue development of a strong and sustainable Association.**
- **Serve as an information resource to all Association members, work as a legislative and policy advocate for LAFCo issues and provide information to the Legislature and other stakeholders.**

CALAFCO 2019-2020 BOARD OF DIRECTORS AND STAFF

OFFICERS (Oct 2019 – Oct 2020)

CHAIR - *Michael McGill*, Contra Costa LAFCo, District Member (Coastal)

VICE CHAIR - *Michael Kelley*, Imperial LAFCo, County Member (Southern)

SECRETARY - *Anita Paque*, Calaveras LAFCo, Public Member (Central)

TREASURER - *Bill Connelly*, Butte LAFCo, County Member (Northern)

IMMEDIATE PAST CHAIR - *Josh Susman*, Nevada LAFCo, Public Member (Northern)

MEMBERS (Oct 2019 – Oct 2020)

Cheryl Brothers, Orange LAFCo, City Member (Southern)

David Couch, Humboldt LAFCo, City Member (Northern)

Shiva Frentzen, El Dorado LAFCo, County Member (Central)

Blake Inscore, Del Norte LAFCo, City Member (Northern)

Gay Jones, Sacramento LAFCo, District Member (Central)

Jo MacKenzie, San Diego LAFCo, District Member (Southern)

Margie Mohler, Napa LAFCo, City Member (Coastal)

Tom Murray, San Luis Obispo LAFCo, Public Member (Coastal)

Jane Parker, Monterey LAFCo, County Member (Coastal)

Daniel Parra, Fresno LAFCo, City Member (Central)

David West, Imperial LAFCo, Public Member (Southern)

STAFF

EXECUTIVE DIRECTOR - *Pamela Miller*

ADMINISTRATOR - *Jeni Tickler*

LEGAL COUNSEL - *Clark Alsop*, Best Best & Krieger

CPA - *James Gladfelter*, Alta Mesa Group

EXECUTIVE OFFICER - *Stephen Lucas*, Butte LAFCo (Northern)

DEPUTY EXECUTIVE OFFICERS - *Christine Crawford*, Yolo LAFCo (Central); *Martha Poyatos*, San Mateo LAFCo (Coastal); and *Gary Thompson*, Riverside LAFCo (Southern)

CALAFCO 2020 Annual Report

A SNAPSHOT LOOK AT 2020 by the numbers

MEMBERSHIP

58 Member LAFCoS

26 Associate Members

4 Regions

16 Member Board of Directors

Over 750 Commissioners & Staff supported



EDUCATION

300 Total attendees

7 Events

6 Webinars

1 CALAFCO U

LEGISLATION

32 Bills monitored, tracked, engaged and positions taken



ADMINISTRATION

8 List serves with **286** subscribers

58,843 Webpage views(www.calafco.org)

Over **60** meetings hosted for Member LAFCoS

2 P/T Staff + **2** P/T Consultants + **4** Regional Staff