

LAFCO MEMORANDUM

SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION

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

May 4, 2023 (Agenda)

TO: Each Member of the Commission

FROM: Mike Prater
Executive Officer

SUBJECT: **Receive and File an update from CALAFCO**

This is an Informational Report. No Action is Necessary

DISCUSSION

CALAFCO Brown Act Survey 2023. This memo provides the CALAFCO Brown Act Survey. This survey is intended to solicit feedback from membership concerning the Brown Act so as to inform the CALAFCO Board of Directors and the Legislative Committee as they evaluate legislative proposals amending the Brown Act. Staff will complete the survey based on direction from the Commission.

CALAFCO 2023 Legislative Policies. Each year, the CALAFCO Legislative Committee (reviews the Association's Legislative Policies for relevance and unanimously approved a recommendation for the Board to approve 2023 Legislative Policies and Priorities, unchanged from the prior year.

CALAFCO Board Actions – Strategic Plan 22-23 & Dashboard Review 2022. The Board each year conducts a review of the Association's objectives as outlined in the Strategic Plan. The Strategic Plan is the guide for the Board and staff with respect to Association priorities for the year. Overall, the areas for modernization are meant to move the organization towards subgoals of increasing organizational sustainability, and increasing political effectiveness.

Attachments

Attachment A – 2023-CALAFCO Brown Act Survey

Attachment B – CALAFCO approved 2023 Legislation Policies 2-17-23

Attachment C – Strategic Plan 22-23 Adopted on 4-21-23 & 2022 Dashboard review Report

Please contact the LAFCO office if you have any questions.

2023 Brown Act Survey

*** 1. Which LAFCo are you with?**

*** 2. Prior to the Pandemic, did your LAFCo utilize any digital (video/phone) access options?**

- Never
- Rarely
- Sometimes
- Regularly

*** 3. During the Pandemic, what type of digital (video/phone) access was utilized?**

- Tele-Conferencing ONLY (phone)
- Video-conferencing only (live video/sound)
- Combination of both

*** 4. After Pandemic restrictions to in-person events was lifted, did your LAFCo continue to utilize/provide for digital meeting access?**

- No, returned to in-person meetings ONLY
- Yes, but only listen/view options
- Yes, with full public two-way access/participation

*** 5. If NOT required by law, would your LAFCo utilize any digital (video/phone) access options?**

- Never (in-person only)
- Rarely
- Sometimes

Always

*** 6. If required by law, would your LAFCo utilize any digital (video/phone) access (two way or view only) options?**

- Strongly resist
- Comply to the minimum required
- Comply willingly
- Strongly embrace any and all changes

*** 7. What is the greatest obstacle or deterrent to your LAFCo utilizing digital meeting access? (Please select the top 3)**

- Cost
- Staffing
- Technical issues/access
- Internet reliability
- Political will
- Philosophical views on public access

*** 8. If staffing is/would be an issue for your LAFCo, to what extent? (Select all that apply)**

- New staff person required
- New training required

*** 9. If cost is/would be an issue for your LAFCo, to what extent?**

- No additional costs expected
- Budget increase \$1 - \$1,000
- Budget increase \$1,001 - \$10,000
- Budget increase in excess of \$10,000

*** 10. Should CALAFCO take a formal position on Brown Act digital meeting access.**

- No, it is a local concern
- Yes, but watch ONLY
- Absolutely support all legislation to require full digital access

*** 11. If CALAFCO were to take a position on digital access, what should its focus be?
(Select top 2)**

- Cost issues (staffing included)
- Unequal digital access/internet reliability throughout the state.
- Potential to disrupt meetings or delay actions if internet lapses.
- Philosophical views on public access - in-person v. digital

Done

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CALAFCO 2023 Legislative Policies

As adopted by the Board of Directors on February 17, 2023

1. LAFCo Purpose and Authority

- 1.1. Support legislation that enhances LAFCo authority and powers to carry out the legislative findings and authority in Government Code §56000 et seq. Oppose legislation that diminishes LAFCo authority.
- 1.2. Support authority for each LAFCo to establish local policies to apply Government Code §56000 et seq. based on local needs and conditions. Oppose any limitations to that authority.
- 1.3. Oppose additional LAFCo responsibilities that require expansion of current local funding sources. Oppose unrelated responsibilities that dilute LAFCo ability to meet its primary mission.
- 1.4. Support alignment of responsibilities and authority of LAFCo and regional agencies that may have overlapping responsibilities in orderly growth, agricultural and open space preservation, and municipal service delivery. Oppose legislation or policies that create conflicts or hamper those responsibilities.
- 1.5. Oppose grants of special status to any individual agency or proposal to circumvent the LAFCo process.
- 1.6. Support individual commissioner responsibility that allows each commissioner to independently vote his or her conscience on issues affecting his or her own jurisdiction.

2. LAFCo Organization

- 2.1. Support LAFCo independence from local agencies.
- 2.2. Oppose the re-composition of any LAFCo to create special seats and recognize the importance of balanced representation provided by cities, the county, the public, and special districts in advancing the public interest.
- 2.3. Support representation of special districts on all LAFCos in counties with independent districts and oppose removal of special districts from any LAFCo.
- 2.4. Support communication and collaborative decision-making among neighboring LAFCos when growth pressures and multicounty agencies extend beyond an individual LAFCo's boundaries.

3. Agricultural and Open Space Protection

- 3.1. Support legislation that clarifies LAFCo authority to identify, encourage and ensure the preservation of agricultural and open space lands.
- 3.2. Encourage a consistent definition of agricultural and open space lands.
- 3.3. Support policies that encourage cities, counties and special districts to discourage development on all types of agricultural lands, including prime agricultural lands and open space lands.
- 3.4. Support policies and tools that protect all types of agricultural lands, including prime agricultural lands and open space lands.
- 3.5. Support the continuance of the Williamson Act and restoration of program funding through State subvention payments.

4. Orderly Growth

- 4.1. Support the recognition and use of spheres of influence as a planning tool pertaining to growth and development, and the preservation of agricultural and open space lands.
- 4.2. Support recognition of LAFCo spheres of influence by other agencies involved in determining and developing long-term growth and infrastructure plans.
- 4.3. Support orderly boundaries of local agencies and the elimination of islands within the sphere of influence and boundaries of agencies.
- 4.4. Support communication among cities, counties, special districts, stakeholders and affected parties through a collaborative process that resolves service, infrastructure, housing, land use, and fiscal issues, prior to application to LAFCo.
- 4.5. Support cooperation between counties and cities on decisions related to development within a city's designated sphere of influence.
- 4.6. Support cooperation between cities and special districts on decisions related to development within city and district spheres of influence that overlap.
- 4.7. Support the recognition of extreme natural disasters and disaster preparedness when considering growth and service delivery issues.

5. Service Delivery and Local Agency Effectiveness

- 5.1. Support the use of LAFCo resources to review Regional Transportation Plans, with a focus on sustainable communities strategies and other growth plans to ensure reliable services, orderly growth, and conformity with LAFCo's legislative mandates. Support efforts that enhance meaningful collaboration between LAFCOs and regional planning agencies.
- 5.2. Support LAFCo authority as the preferred method of local governance. Support the availability of LAFCo tools that provide options for local governance and efficient service delivery, including the authority to impose conditions that assure a proposal's conformity with LAFCo's legislative mandates.
- 5.3. Support a deliberative and open process for the creation or reorganization of local governments that evaluates the proposed new or successor agency's long-term financial viability, governance structure and ability to efficiently deliver proposed services.
- 5.4. Support the availability of tools for LAFCo to insure equitable distribution of revenues to local government agencies consistent with their service delivery responsibilities.
- 5.5. Support legislation and collaborative efforts among agencies and LAFCOs that encourage opportunities for sharing of services, staff and facilities to provide more efficient and cost-effective services.

2022 Legislative Priorities

Primary Issues

Authority of LAFCo

Support legislation that maintains or enhances LAFCo's authority to condition proposals in order 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, and to enact recommendations related to the delivery of services and the agencies providing them, including changes of organization and reorganizations.

Agriculture and Open Space Protection

Support policies, programs and legislation that recognize LAFCo's mission to protect and mitigate the loss of all types of agricultural lands, including prime agricultural lands 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

Support policies, programs and legislation that promote an integrated approach to water availability and management. Promote adequate water supplies and infrastructure planning for current and planned growth and disadvantaged communities, and that support the sustainability of all types of agricultural lands, including prime agricultural lands and open space lands. Support policies that assist LAFCo in obtaining accurate and reliable water supply information in order to evaluate current and cumulative water demands for service expansions and boundary changes. Such policies should include the impacts of expanding water company service areas on orderly growth, and the impacts of consolidation or dissolution of water companies providing services.

Viability of Local Services

Support policies, programs and legislation that maintain or enhance 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 that provides LAFCo and local communities with options for local governance that ensures efficient, effective, and quality service delivery. Support efforts that provide tools to local agencies to address aging infrastructure, fiscal challenges, declining levels of services, and inadequate services to disadvantaged communities.

Issues of Interest

Housing

Provision of territory and services to support housing plans consistent with State affordable housing mandates, 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 the value of uninhabited territory, and the impact to public safety of proposed annexation to urban areas of uninhabited territory at risk of 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

Consistency of expedited processes for inhabited annexations with LAFCo law that include fiscal viability. Promote environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services, including options for annexation of contiguous disadvantaged unincorporated communities. Support policies, programs, and legislation that would provide adequate municipal services to disadvantaged communities. Promote the delivery of adequate, sustainable, efficient, and effective levels of municipal services through periodic updates and reviews of Municipal Service Reviews, Spheres of Influence, and related studies prepared by LAFCOs.

Climate Adaptation

The ability and effectiveness of local agencies to proactively and effectively address issues that impact municipal service infrastructure and service delivery that include sea level rise, sand erosion, and levee protection. Adequate resources for local agencies to prepare for and appropriately respond to extreme disasters related to climate change. Ensure local agencies are considering climate resiliency when considering future development.

Board of Directors Meeting

Thursday, February 16, 2023 | 10:30 A.M. to 4:30 P.M.

IN PERSON MEETING

Location: Capitol Event Center, 1020 11th St Suite 100, Sacramento, CA

MEETING AGENDA

- | | |
|---|-----------------------|
| 10:30 AM Call to Order | <i>Chair Connelly</i> |
| 1. Facilitator Introduction | <i>René LaRoche</i> |
| 2. Conduct Strategic Planning Study Session | <i>Bruce Honig</i> |

Adjourn to the February 17, 2023, CALAFCO Board of Directors meeting - to be held at the Offices of Best Best & Krieger, located at 500 Capitol Mall, Sacramento, California, beginning at 10:00 AM.

BOARD OF DIRECTORS MEETING STAFF REPORT

February 16, 2023

Agenda Item No. 1

Item: Strategic Planning Study Session

Meeting Date: February 16, 2023

Submitted By: René LaRoche, Executive Director

RECOMMENDATION

Conduct a Strategic Planning Study Session.

DISCUSSION

Every two years, the CALAFCO Board of Directors conducts a strategic planning study session. The focus of the exercise is to gain insight regarding the Association's offerings and functioning for use in ongoing Board development, as well to update the Association's strategic plan and goals for the future.

This one-day session will be facilitated by Bruce Honig, founder and Chief Executive Facilitator of IdeaGuides, Bruce brings over 35 years in the field of Training, Facilitation and Organizational Development. He is a Master Facilitator and author of over five books on innovation, team building & meetings and focuses his practice on the development of organizational creativity and team collaboration. He is also the inventor of several nationally marketed board games, including *CREATE: The Game that Challenges and Expands your Creativity*, *Just Imagine*, *Sproin-n-g* and *Choices*. He edited and wrote *The CreativeMind*, a newsletter devoted to supporting innovation in business, and has written many journal articles and several books on the creative act. He is also the principal author of *Creative Collaboration: Simple Tools for Inspired Team Work*

Bruce holds a B.A. in Educational Philosophy and a M.A. in Educational Psychology and Curriculum Design and has conducted research in the area of creative behavior and design at Farwest Laboratories for Educational Research and Development. Using a systems approach, Bruce developed a theory and program for promoting creative action, which later became the basis for his own consulting firm. He is a past board member of the American Society for Training And Development and is a current member of the International Association of Facilitators.

He has successfully worked with hundreds of companies representing most industries. His list of clients includes: Atradius, Coenterprise, Scorpion, SugarCRM, Vineyard Offshore, National Association of Home Builders; American Institute of Architects National and Local, Inspira, Brandfusion, Getty Museum, Clubhouse International, Stockton Unified School District, NIST, FDA, Kaiser Permanente, Utah Medical Association, DNAnexus, Children's Hospital - Seattle, Contra Costa County Hospital & Fire Protection District Consortium, Magee Rehabilitation Hospital, Quorum Review IRB, Downtown Santa Monica, Kinestral, Balfour Beatty, US Fish and Wildlife, Acadience, UC Merced, Cervivor, Paulist Productions, North Eastern University, UCSC Core Tech, Mirion Technologies, Portworx, Alcon, IESO, Conxtech, Reinforced Earth, Ghilotti Construction Company, Stonebridge Companies, Lake Merced Golf Course, US Army (CECOM), US Navy, San Francisco Center of Psychoanalysis, BASF, AFTRA, MillenWorks, Genentech, General Motors, Graphics Control,

CBRE, Karl Storz, Johns Eastern, Yokohama, Dow AgroSciences, MIPI, Stonefield Josephson, Western Electrical Contractors Association (WECA), Thurgood Marshal School of Law, Timken, VESA, Springer Publications, Mark Twain Hospital, BlackRock, Oceanside Glasstile, The Competitor Group, Magee Rehabilitation Hospital, RRMM Architects, Pergo, Inc., FEMA, The Dixon Group, General Atomics, Pitney-Bowes, Lake County Farm Bureau, Headsets.com, Portal Publications, Seiko, S-MOS, Mattel Toys, Southern Pacific, Mercer, Inc., Hewlett-Packard, Pacific Gas and Electric, and Great Lakes Windows.

ATTACHMENTS:

None.

Board of Directors Meeting

Friday, 21 April 2023 | 10:00 A.M. to Noon

VIRTUAL MEETING

<https://us02web.zoom.us/j/84765294484?pwd=VmxmUDFOSll1dWprdm1KcnhqMjlDdz09>

Passcode: 519428

Phone: 669-900-6833

MEETING AGENDA

	Page
10:00 A.M. Call to Order and Establish Quorum	<i>Chair Connelly</i>
1. Comments from member LAFcos regarding items on the agenda <i>Member LAFcos will have 3 minutes per speaker to comment on any item on today's agenda.</i>	
ACTION	
2. Appoint a new Board member to the Northern/City seat	<i>R. LaRoche</i> 3
CONSENT (<i>Items considered non-controversial and generally approved in a single motion.</i>)	
3. Approve Minutes of the February 16, 2023 Strategic Planning retreat	<i>G. Thompson</i> 5
4. Approve Minutes of the February 17, 2023 Board Meeting	<i>G. Thompson</i> 7
5. Receive and File the 2022 Strategic Plan Dashboard Review	<i>R. LaRoche</i> 11
6. Receive and File the 2023 Staff Workshop Update	<i>R. LaRoche</i> 19
7. Receive and File the 2023 CALAFCO U Update	<i>Longoria/LaRoche</i> 21
ACTION	
8. Receive the Quarterly Investment and Bank Account Report	<i>Lucas/LaRoche</i> 23
9. Receive and File the CALAFCO FY 2022-23 Second Quarter Financial Report	<i>R LaRoche</i> 25
10. Adopt the FY 2023-2024 CALAFCO Annual Budget	<i>R. LaRoche</i> 31
11. Approve a Four-Year Letter of Engagement with Eide Bailly, LLP for Accounting Services; and Authorize the Executive Director to sign it	<i>R. LaRoche</i> 51
12. Adopt a 2023-2027 CALAFCO Strategic Plan	<i>R. LaRoche</i> 61
13. Receive the Legislative Committee Report	<i>R. LaRoche</i> 75
INFORMATION	
14. Board Member Reports and Announcements	
15. Receive Executive Director's Report	<i>R. LaRoche</i> 95

Adjourn to the July 14, 2023, CALAFCO Board of Directors meeting - to be held virtually.

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BOARD OF DIRECTORS MEETING STAFF REPORT

CONSENT - Agenda Item No. 5

Item: RECEIVE AND FILE THE FINAL 2021-2022 STRATEGIC PLAN DASHBOARD REVIEW

Meeting Date: April 21, 2023

Submitted By: René LaRoche, Executive Director

RECOMMENDATION

1. Receive and File the 2021-2022 Strategic Plan Dashboard Review.

DISCUSSION

On April 30, 2021, the Board adopted a two-year strategic plan which focused on building capacity among three Mission-driven goals. The three goals called for continuing efforts as an educational resource to members and stakeholders, continued focus on member relations and association administration, and continued effort as the information hub for state policy.

The attached dashboard review provides an overview of each objective and whether it was accomplished by 2022. A green dot next to an objective indicates it was fully met by 2022, yellow indicates it was partially met, and red indicates that it was not met. As can be seen, all action items of the 2021-2022 Strategic Plan were completed in the allotted time, with the following three exceptions:

1. Staff Workshops.

Due to the pandemic, the Association was unable to provide 2021 and 2022 Staff Workshops.

2. Procedures Manuals.

While some written procedures are contained in the Association's Policies and Procedures Manual, current staff was unable to locate additional position-specific procedures. Consequently, procedures have been drafted over the course of the last year. However, they are still incomplete, and will also need to be updated once the transition to the new website and QuickBooks Online has occurred.

3. Enhanced CALAFCO Website and Online Library.

While many items have been added to the website (including webinar recordings in 2021 and 2022, and the AG Opinions section), the website has begun to deteriorate and has not only become difficult to maintain but has lost value for the members. However, the anticipated transition to an Association Management Platform during the next fiscal year is expected to alleviate those problems.

Thus, with the ending of this strategic plan period, and a new plan to be considered later in this meeting, staff is recommending that the Board receive and file the Final 2021-22 Strategic Plan Dashboard Review.

ATTACHMENT:

- 5.a – Final 2021-22 Strategic Plan Dashboard Review

**Association 2022 Dashboard Review**

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

Final Strategic Plan Performance Dashboard Review

2021 - 2022 Strategic Plan

- Indicates the objective was fully met by 2022.
- Indicates the objective was partially met by 2022.
- Indicates the objective was not met by 2022.

STRATEGIC AREA ONE

Serve as an educational resource to member LAFCo Commissioners, LAFCo staff, Associate Members, and stakeholders.

We will do this by offering a variety of educational forums, professional development and networking opportunities.

OBJECTIVES

Annual Conference

- 1. Provide an annual conference which includes superior professional development sessions and networking opportunities for all attendees.
After a 2-year hiatus due to the COVID-19 pandemic, the CALAFCO Annual Conference was held October 19-21, 2022, in Newport Beach, California. The event was well-attended with 205 attendees registered.

Staff Workshop

- 1. Provide an annual staff workshop which includes superior professional development sessions and networking opportunities for all LAFCo staff and Associate Members.
Unfortunately, both the 2021 and 2022 Workshops were cancelled due to the COVID-19 cases statewide.

CALAFCO University

- 1. Hold University courses as needed throughout the year for staff, commissioners and stakeholders, which are focused on skill and professional development, important and timely topics, and technical issues.
12 CALAFCO U sessions were offered in 2021 - 2022, with a total of 526 registered attendees. However, these offerings are also recorded and accessed on demand by the membership for later viewing. All 12 sessions were offered at no cost to the membership and a total of 19 AICP credits were offered.

Topics included:

- *Four-session series on Fire & EMS*



Association 2022 Dashboard Review

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

- Fiscal health indicators for cities & districts
- Forming a Community Services District
- Cyber & infrastructure security
- State of the State in terms of extreme weather, fire and water issues
- Throw out the historic water framework - what's next for LAFCo
- Property Tax Elements of Jurisdictional Changes and Fiscal Reviews
- HR Trends and Opportunities
- A Deep Dive in Tax Exchange Under Revenue and Taxation Code Section 99.

Other Educational Opportunities

- 1. **Maintain coaching partnership with Cal-ICMA and offer no cost training and development resources to all member LAFCos through this program.**

There were several webinars presented during the year, all of which were provided to the membership at no cost. The coaching program remains a no-cost resource to all LAFCo staff and commissioners.

- 2. **Develop other educational opportunities as needed and resources allow.**

Several sessions planned for the 2021 Conference program were transitioned to a virtual format and offered from October through December, with two additional sessions offered in the first quarter of 2022. Additionally, CALAFCO hosted regional roundtables for all four regions in December 2021, and several virtual meetings for Executive Officers throughout 2021 and 2022.

Additionally, staff made connections with the Institute for Local Government during the 2022 Conference which, hopefully, will lead to increased offerings for LAFCo members going forward.

STRATEGIC AREA TWO

Focus efforts on Association member relations, development, recognition and communication. Continue development of a strong and sustainable Association.

We will do this by implementing strategies that build stronger member LAFCos and a resilient and sustainable Association. CALAFCO will provide support, resources and timely, value-added communication tools for our LAFCo members and Associate Members.

OBJECTIVES

Member Development and Recognition

- 1. **Assist and support all member LAFCos in fulfilling their statutory mission by identifying information, tools and resources they need. Create and distribute tools that do not exist. Update and re-publish or re-distribute those that currently exist.**

CALAFCO hosted five (5) virtual meetings in 2021 and two (2) in 2022 to keep the Executive Officers connected. The Association's toll-free conference bridge and Zoom accounts were made available (and continue to be available) for our member



Association 2022 Dashboard Review

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

LAFcos. We continued to provide information about webinars, papers and other resources of interest to members.

In 2021, we partnered with one of our Associate Members (RSG) on the project to update the DUC map on the website as well as add a statewide map linking all 58 LAFco websites to the map. That project was completed in mid-2022.

In 2022, we also published a new White Paper: “Planning for a Sustainable and Predictable Future: Clarifying LAFco Authority to Determine Government Code Section 56133(e) Exemption Eligibility” in support of a future legislative push.

- **2. Conduct study on shared services opportunities among member LAFcos.**
This was rolled into the biennial member LAFco survey which was conducted in 2022.
- **3. Conduct member LAFco survey in 2021 and distribute results to all member LAFcos.**
Survey conducted in 2022.
- **4. Keep retired LAFco personnel and commissioners connected and engaged as valuable resources through the exploration of an Emeritus program.**
The previous ED interviewed several retirees who were featured in the Special 50th Anniversary Edition of The Sphere, and one is slated to present at the 2023 Staff Workshop in April, 2023.
In addition, work is currently underway to transition the CALAFCO website to an Association Management System (AMS). Once the transition is complete, it will allow for the easy inclusion of other tiers of membership, including an emeriti option.
- **5. Focus efforts to strengthen relations with existing Associate Members by continuing to highlight these efforts in Quarterly Reports, through personal outreach and inclusion in the planning and execution of CALAFCO events.**
Associate Members have been featured in Quarterly Reports and contributed to the October, 2022 edition of The Sphere. Associate members were also represented on four (4) webinar panels in 2021, and on another four (4) in 2022.
In addition, several associate members participated in the 2022 conference planning committee, and are on the 2023 workshop planning committee – where four (4) will be involved in the presentation of six (6) workshop sessions.
- **6. Survey Associate Members to better understand how CALAFCO can create greater value for them.**
Survey completed and report provided to the Board on July 30, 2021, but the results were statistically inconclusive given the low 30% response rate. Previous staff had suggested follow-up action which should be a subject of the modernization studies to be conducted under the 2023-2027 Strategic Plan.
- **7. Revise the Association’s Achievement Awards Program and implement in 2021.**
Completed and implemented in 2021.

Association Communication

- **1. Provide a quarterly update to the members in the form of the Quarterly Report.**



Association 2022 Dashboard Review

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

Quarterly reports were distributed in the months of February, May, August, and December in both 2021 and 2022.

- **2. Provide written annual report to the membership.**
2020 Annual Report published in a new format in February 2021. The FY 2021-2022 Annual Report was published in The Sphere in October 2022.
- **3. Maintain Association's list-serves.**
In February 2021, staff sent an email to each list serve reminding users of the purpose and terms of use for each list serve. Staff continues to regularly update the list serves. In addition, in response to feedback, a new list serve for commissioners was established in October, 2022, which brings the number of list serves maintained to nine.
- **4. Provide value-added and timely resources for members through the organization's website, maintaining the site's integrity and increasing its value.**
The website is updated regularly with new and updated information and resources. Several projects were completed or are in progress as noted in strategic area three below under the previous ED.
Work is currently underway to transition the website to an Association Management System which will provide the members with a better user experience and more robust features, while decreasing the time needed to administer it.
- **5. CALAFCO Executive Director to meet with LAFCoS as requested/needed.**
Previous ED attended 10 LAFCo meetings in 2021. Current ED has not had occasion to attend in-person LAFCo meetings but has attended 4 meetings virtually. In addition, the current ED has also attended four (4) regional meetings (virtually and in person), and consults with LAFCo EOs virtually and telephonically on a regular basis.

Association Administration

- **1. Update the Association's Policies and Procedures Manual.**
Project completed January 21, 2022.
- **2. Develop Procedures Manuals for administrative processes, procedures and tasks performed.**
While some written procedures are contained in the Association's Policies and Procedures Manual, current staff was unable to find any position-specific procedures beyond that. Consequently, this is still a work in progress with many procedures having been drafted over the last year. However, certain procedures will need to be updated once the transition to the new website and QuickBooks Online has occurred.
- **3. Work towards a balanced two-year budget to close the structural deficit without reliance on event net profits.**
In 2021 and 2022, the Board adopted two-year rolling budgets which did not include event net profits to balance but did rely on net balance carry-over (the difference between what was budgeted and what was actually spent) to balance both budgets.



Association 2022 Dashboard Review

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

Inflation adjustments to member dues across both years have helped prevent degradation of buying power, which has allowed staff to see lowered administrative costs reflected in the continued decline of the structural deficit.

STRATEGIC AREA THREE

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.

We will do this by supporting and sponsoring research which collaboratively shares the work and data from member LAFCos and serves as a resource to all Association members. The Association will also advocate for legislative needs and positions on behalf of our members, by serving as an objective resource to the Legislature, organizations seeking to improve local government and to state agencies on local government services.

OBJECTIVES

Information Resource

- 1. Enhance the CALAFCO Library resources for member LAFCos. Develop a more robust database of documents, forms, videos, webinars, training resources and other resources of value on the Association’s website for member access.

In 2021, nine (9) webinar recordings were added for on-demand viewing, and the AG Opinions section was updated. Additionally, the LAFCo Litigation and Forms Library sections were noted as a work in progress and marked as a priority to complete in 2022. In 2022, ten (10) new webinars were held and added for on-demand viewing.

While association-specific information has continued to be maintained online, the website has begun to deteriorate and, consequently, has lost some value for the members. However, it will be transitioned to an Association Management Platform during the next fiscal year which is expected to alleviate those problems.

- 2. Complete White Papers and Briefs on topics of importance and value to member LAFCos.

An updated version of The Metamorphosis of Special Districts was published July 2021.

In 2022, “Planning for a Sustainable and Predictable Future: Clarifying LAFCo Authority to Determine Government Code Section 56133(e) Exemption Eligibility” was drafted and published.

- 3. Inform and educate external stakeholders by sharing and presenting on the role of LAFCo.

A LAFCo 101 was presented to Capitol staff through the Assembly Local Government Committee in February, 2021, and another LAFCo 101 was presented to the City Clerks Association of California in July, 2021. CALAFCO was not invited nor did it submit proposals to participate in any 2021 virtual or in-person conference.



Association 2022 Dashboard Review

For the Strategic Plan adopted by the CALAFCO Board of Directors on April 30, 2021

In August, 2022, LAFCo staff presented at the California Special Districts Association conference in Palm Desert. The What is LAFCo? Brochure was updated in 2023. Additionally, LAFCo staff presented to Capitol staff at the Local Gov 101 held in Sacramento in February, 2023.

Legislative Advocate and Resource

- 1. Sponsor legislation that helps LAFCos achieve their legislative goals pursuant to the Association's adopted Legislative Priorities and Policies and within resource capabilities.

2021 Omnibus bill (AB 1581) with 13 items signed into law on June 28, 2021.

2022 Omnibus bill (AB 2957) with 3 items signed into law on June 21, 2022.

SB 983 (Hertzberg) (2022), also known as the Protest Provision Rewrite, was the culmination of a five-year effort, and was signed into law on July 1, 2022.

- 2. Facilitate the ongoing work of the Protest Provisions Rewrite Working Group throughout the 2021 - 2022 legislative years.

Done, and resulted in the passage of SB 938 in 2022.

- 3. Take positions and advocate for those positions on legislation pursuant to the Association's adopted Legislative Priorities and Policies. Encourage member LAFCos to do the same when appropriate.

In 2021 CALAFCO tracked, engaged in and/or took positions on 33 bills, with two calls for member legislative action. In 2022, 29 bills were tracked with 3 calls to action. These efforts resulted in amendments being taken on several bills that had statewide LAFCo implications.

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

CALAFCO remained a member of the Department of Water Resources (DWR) County Drought Advisory Group (CDAG). The Group's Final Report was issued in March 2021 and is titled: Small Water Systems and Rural Communities Drought and Water Shortage Contingency Planning and Risk Assessment.

- 5. Work with peer Associations as appropriate on legislative matters.

Where appropriate, CALAFCO took positions on legislation that had broad implications. We worked with other stakeholders on legislation such as the CA Assn. of Sanitation Agencies (CASA), CA Special Districts Assn. (CSDA), CA State Assn. of Counties (CSAC) and Rural Counties Representatives of CA (RCRC). Additionally, CSDA, CSAC and the League were represented on the protest provision rewrite working group.

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BOARD OF DIRECTORS MEETING STAFF REPORT

Agenda Item No. 12

Item: **ADOPT A 2023-2027 CALAFCO STRATEGIC PLAN**

Meeting Date: April 21, 2023

Submitted By: René LaRoche, Executive Director

RECOMMENDATION

Consider the Draft 2023-2027 CALAFCO Strategic Plan.

DISCUSSION

Strategic plans are a way to identify future priorities for an organization to pursue. Developing one provides the guidance for how an organization's resources and efforts should be focused to best move it along the path towards where it needs to be. As baseball great Yogi Berra said, "If you don't know where you are going, you are certain to end up somewhere else."

Fortunately, CALAFCO has been engaging in the strategic plan process since 2007. Historically, a new two-year plan has been adopted in the first part of odd-numbered years, at the first meeting of the Board following a Strategic Planning workshop. The last CALAFCO Strategic Plan was adopted on April 30, 2021, and the Dashboard Review of that plan's accomplishments can be found in an earlier item on this agenda.

Meant to serve as a long-term business planning document, an effective strategic plan shifts attention from day-to-day operations to broader, longer-term goals. Ideally, it will consider three key elements:

1. Where we are now;
2. Where we want to be; and
3. What is needed to get to where we want to go.

Once these three elements are identified, goals can be developed which will then form the basis of the organization's strategy.

This year's strategic planning process occurred during a day-long workshop held on February 16, 2023, in Sacramento. At that time, participants engaged in numerous activities geared toward identifying what CALAFCO does well, and what it could do better. Exercises and discussions revolved around the Mission, the organization's strengths, weaknesses, opportunities, and threats, and the feedback provided by the 2022 Biennial Member Survey. What emerged from these discussions, was a focus on areas for improvement that will bring greater value to our members. Ultimately, participants agreed that many of the identified areas could be addressed by updating aspects of the Association and, thus, the major goal of *modernization* was born. Overall, the areas for modernization are meant to move the organization towards subgoals of *increasing organizational sustainability*, and *increasing political effectiveness*.

The strategic planning session ended in the development of a broad set of directions in three phases which will have the effect of moving the Association along the path towards its goals. Staff further

developed those directions into an action plan to serve as the Executive Director's workplan.

Lastly, recognizing that many of these goals and actions will be time-consuming to accomplish, participants agreed that a longer four-year plan, with flexibility to extend out further if needed, was more appropriate than the traditional two-year timeframe.

The plan was sent for review to the workshop participants. Feedback was used to edit the plan where it coincided with the retreat discussion. While most of the participants concurred that the plan represented the what was discussed, one participant expressed a desire for the plan to be focused more towards the Board.

Consequently, the draft 2023-27 Strategic Plan is attached for consideration and possible direction or action.

ATTACHMENT

12. a - Draft 2023-27 CALAFCO Strategic Plan

DRAFT CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS



2023 - 2026 Strategic Plan

EXECUTIVE SUMMARY

What follows is the 2023-2026 Strategic Plan for the California Association of Local Agency Formation Commissions. It is the result of careful consideration and analysis of what the Association has accomplished over time, the feedback that was provided in the 2022 Biennial Member Survey, and thoughtful discussion and determination of where we do and don't want to go.

While many of the traditional topics were covered during the strategic planning retreat, a new addition to this year's process was the development of organizational values. While we feel that they already embody us, it was necessary to formally name them. By doing so, they not only act as filters through which we gauge our actions, but they also help define who we are to the rest of the world. It, consequently, should come as no surprise to anyone that the organizational values that were identified were **dependability, efficiency, honesty, and transparency.**

The next thing that many will notice is that this strategic plan encompasses a longer span of time than the two-year period utilized in previous plans. This was done in recognition of the limitations on a small organization with limited staffing, and to allow a realistic amount of time for the pursuit of the action items. Worthwhile opportunities usually take significant time and effort to develop and setting short timelines only ensures that they are not pursued. However, abandoning their pursuit only guarantees that the underlying problems become recurring hurdles in the future.

Thus, after many years focused on capacity building, the major theme to arise from the planning retreat was the need for modernization. Participants concurred that it is time to do a deep dive, look at all facets of this fifty-two-year-old association with clear eyes, and modernize operations wherever they may be needed. While CALAFCO epitomizes the definition of "small but mighty," the consensus of retreat participants was that we can and must do more for our members to promote their continued robust participation and volunteerism. This plan provides the road map for the actions to move us along that path.

In considering the action items, it became apparent that they fell under two simple goals - the first being to increase **organizational sustainability**. In turn, achieving that will, ultimately, assist in the attainment of the second goal, which is to **increase our political effectiveness**. Consequently, the identified action items occur in three phases but often straddle both goals.

Phase I actions are aimed entirely at **modernizing** CALAFCO's brand and operations. Phase 2 addresses sustainability and sets the stage for formal committee investigations and recommendations, and action regarding funding options and organizational structure. Finally, should the previous phase be successful in determining new funding sources, Phase 3 lays out an agenda for a new level of political efficiency. One potential action would be the

recruitment and hire of someone to primarily engage in greater levels of partner building and stakeholder engagement with the sole purpose of providing better value to our members. However, the creation of a secondary position was also seen as addressing operational sustainability, while also implementing some succession planning.

While this plan may tread new ground for CALAFCO, it can be summed up using some old words from Thomas Edison: **“There’s a way to do it better – find it.”**

ORGANIZATION HISTORY AND PROFILE

CALAFCO came to life at some unidentified point in the mid-to-late 1960s as an all-volunteer organization. It became a full-fledged statewide association in 1971 after successfully adopting its first set of bylaws. That structure was maintained until 1998 when it became a 501(c)(3) nonprofit organization registered in the State of California as a charitable organization. Since its founding, CALAFCO members have found multiple ways to collaborate, learn, and leverage their extensive knowledge base.

CALAFCO is administered by a full time Executive Director (ED), a half time Administrator, and four volunteer regional officers, who receive direction through policies adopted by the Board of Directors.

GOVERNANCE

CALAFCO is governed by an expansive sixteen-member Board of Directors whose role is to provide strategic direction, financial oversight through the adoption of an annual budget, provide policy direction to assist staff in administering day-to-day operations, and work on tasks directly assigned by the Board via its committees. The Board draws its members from among the Commissioners of member LAFcos and from among the four state regions. Members also represent the four types of LAFco commissioners, i.e., County, City, Special District, and Public Member representatives. Directors serve two-year terms and are not subject to term limits. The longest seated member has served for 17 years, while the newest member has served for 2 months. Given that these, too, are volunteer positions, engagement among directors is not always consistent.

CALAFCO’s major source of funding is its member dues, followed by revenue from an annual conference and workshop that are held most years, but were cancelled between 2020 and 2022 due to the COVID-19 pandemic. Out of the 58 LAFcos in California, 57 are paid members. Additionally, there are a total of 26 Associate members - four of whom are gold members, while the remaining 18 are silver members. Associate members enjoy limited benefits but do participate on some committees, as well as attending and providing training opportunities.

ACCOMPLISHMENTS

The COVID-19 pandemic, unfortunately, brought a cancellation of the 2021 Staff Workshop and Annual Conference, and the 2022 Staff Workshop. Consequently, surviving revenue reductions from the event cancellations during this period can be seen as a major accomplishment. However, staff was also able to quickly pivot, innovate, and continue to provide services digitally. While conferences, staff workshops, and in-person CALAFCO Universities had to be cancelled, they gave birth to CALAFCO U webinars, which increased the audience reach of the Association's offerings. Not only did this allow the Association to follow through on its educational mission by providing twelve (12) webinars across 2021-2022, it also allowed for the 2022 monetization of offerings among non-member participants. Additionally, most of the webinars also received continuing education credits from the American Institute of Certified Planners (AICP) – a valuable benefit for those LAFCo staff who hold standing as certified planners. Perhaps most importantly, the continued offerings helped maintain the collegial relationship among our members which fosters greater collaboration.

Legislatively, the Association saw the successful completion of Omnibus bills in 2021 and 2022 which, taken together, accounted for sixteen (16) necessary changes that were signed into law. Interestingly, while the event cancellations certainly had their downsides, they had an upside in that they provided staff with the much-needed time to engage in the extensive and time-intensive stakeholder engagement necessary to push SB 938, the Protest Provisions bill, to a successful conclusion in 2022.

Lastly, the Association successfully opened a recruitment for an Executive Director in 2021 and, after an extensive process, transitioned to a new ED in 2022.

PROCESS

The strategic planning process did not occur in a vacuum, and thanks must be extended to the following people for traveling to Sacramento on February 16, 2023, to participate in the retreat held at The Capitol Event Center. Their willingness to engage, listen, confront, and discuss the hard issues provided the insight needed to formulate this plan. Profound thanks must go to:

- Bill Connelly, Board Chair (Northern/County)
- Margie Mohler, Vice Chair (Coastal/City)
- Gay Jones (Central/District)
- Mike Kelley (Southern/County)
- Jo MacKenzie (Southern/District)
- Mike McGill (Coastal/District)
- Derek McGregor (Southern/Public)
- Steve Lucas, CALAFCO Executive Officer, Butte LAFCo Executive Officer, and
- Gary Thompson, CALAFCO Deputy Executive Officer, Riverside LAFCo Executive Officer

Together, they assessed the Association's Strengths, Weaknesses, Opportunities, and Threats (SWOT) (Appendix A) until they agreed on the top two or three in each category. Those results

were then juxtaposed against the results of the 2022 Biennial Member Survey.

After considering all of the above, as well as the growth of the Association from its early days as a volunteer organization to its evolution into its current structure of a nonprofit organization with regional representation, the participants concluded that CALAFCO stands on the precipice of the next stage of its development: **modernization**. It was with these factors in mind that the phased action plan was developed. Understanding that there is much to be determined along the way, the phases and timelines are meant to be focused, yet flexible.

Finally, before closing the retreat, the participants also developed organizational values for the Association. Similar to the way the SWOT analysis was conducted, each participant provided values that they felt either reflected CALAFCO as it currently exists, or as it should exist. From that list, participants chose the top values and from that was born CALAFCO's first ever set of organizational values. Going forward, these guiding principles will act as the filter through which all Board and staff decisions should be assessed to ensure that CALAFCO is always represented appropriately.

Thus, to remain relevant and to provide the utmost value to our members, the strategic plan that follows is designed to move us to the evaluation of all levels of our systems, services, and programs, with the goal of streamlining and modernizing, wherever necessary.

MISSION

Current:

We 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.

During the strategic planning process, a desire was expressed to modernize CALAFCO's mission. After discussion and brainstorming, the new Mission statement below was crafted.

New:

To promote efficient and sustainable government services based on local community values through legislative advocacy and education.

CORE VALUES

Values are the filters through which decisions should be weighed. After discussion, the following organizational Values were identified - the intent, of which, is to guide all decisions, actions, efforts, activities, or goals for CALAFCO. They are intended to clarify not only what CALAFCO does but how it does it.

CALAFCO is: **Dependable - Efficient - Honest - Transparent**

ENVIRONMENTAL/SWOT ANALYSIS

CALAFCO operates in the space between member LAFcos, other associations, and the legislature. Consequently, its needs and mission are often intertwined with those of the LAFcos. As a nonprofit organization, however, CALAFCO exists to educate not just the LAFcos but the legislature and public regarding LAFco functions. Given that confusion, a SWOT Analysis was used to define the issues most relevant to CALAFCO. Participants considered each area and began with a large list of concepts under each category (Appendix A), which were honed down to the following:

STRENGTHS: Education – Efficient – Power Broker

CALAFCO does a great deal with very little funding and only 1.5 full time equivalent positions. With the assistance of volunteers, those 1.5 FTE staffers efficiently organize and produce a well-received annual conference for over 200 attendees, organize and produce an annual staff workshop for approximately 100 attendees, produce CALAFCO University webinars (12 across 2021 and 2022), extend full customer service to all member LAFcos throughout the year as needed, act as a repository of information, conduct research for member LAFcos as needed, interface regularly with the state legislature and outside stakeholders on legislative questions, and more. While staff are at capacity in the Association's current structure, technology exists to further increase efficiency by reducing some of the administrative burden.

WEAKNESSES: Brand Recognition (Name/Mission) – Lack of Funding

Given that most weaknesses are the opposite end of the strength pendulum, it is not surprising to see some interdependence between the entries. For example, the lack of funding was noted as a weakness. However, funding plays into modernization and greater efficiency through technology, as well as staffing which is the core of sustainability. Seen in this light brings clarity that funding is an important area to be addressed. Branding was also identified as a weakness but requires funding to address.

OPPORTUNITIES: Improved / More Partnerships - Increase Funding – Restructuring / Modernizing

The participants recognized that partnerships are the core of everything that CALAFCO does and rated those as a prime opportunity to improve and build out. Other recognized opportunities include increasing funding to address sustainability and services, and restructuring and modernizing the organization to ensure that it is functioning to its highest and best purpose.

THREATS: Politics – Sustainability

Politics was identified as potentially damaging to member LAFcos which, in turn, translates into a threat for the Association who is tasked with rising to address those issues with limited resources. Additionally, the rapidity of the legislative cycle requires focused attention from the Association, however, staff is already at capacity performing the responsibilities necessary to administer the Association and keep it functioning within its mission. That workload plays into the sustainability of the Association as functions and responsibilities are siloed between the limited staff. With such a structure, the Association is one illness or accident away from an operational shut down.

GOALS

The overarching theme of the strategic plan is modernization, while its goals are two-fold.

GOAL ONE: Increase Organizational Sustainability, and

GOAL TWO: Increase Political Effectiveness

Unsurprisingly, many of the strategies/action items will address both goals.

STRATEGIES

We will achieve these goals through a series of actions that will address these objectives individually and collectively. The identified actions addressing each goal are outlined below, and are restated later in a phased action plan.

1. Increase Organizational Sustainability
 - Modernize operations to Increase efficiency and better balance staff workloads
 - QuickBooks Online
 - New Association Management Website
 - Program offerings based on member data
 - Continue Offering Educational Events
 - Suspend Quarterly Newsletter and The Sphere
 - Modernize association governance structure
 - Increase Director Engagement through director term limits or other mechanisms
 - Fund a new position to address legislation
 - Investigate tiered membership models for funding

2. Increase Political Effectiveness

- Modernize public image
 - Update public facing mission/vision
 - Update public facing brand and collateral
 - New website (Association Management System)
- Leverage Directors as CALAFCO and LAFCo Ambassadors
 - Train at more external events
 - Network with other entities and state legislature
 - Outreach on legislation
 - Editorials in local newspapers on importance of LAFCOs
- Fund a new position
 - Investigate possible additional funding avenues
- More Stakeholder Outreach
- More Partnerships
- Provide training at more external events/Video LAFCo overview for sister entities

PHASED ACTIONS

Restating the above strategies into an action plan yields three strategic phases:

PHASE 1: MODERNIZATION

- **Modernize Administrative Functions**
 - Transition to QuickBooks Online
 - Transition to Association Management System (AMS)
 - Modernize Events Management systems to remove duplicate data entry
- **Modernize Association Branding**
 - Update Mission
 - Update branding
 - Update website (cross over with AMS above)
- **Funding/Sustainability**
 - Establish Fundraising Committee to Investigate Ways of Increasing Funding to hire additional staff to meet member needs.
 - Determine Draft Recommendations
- **Politics**
 - Continue to work on legislative front, strengthen partnerships
- **Educational Component**

- Tailor member offerings per Biennial Survey responses
 - Suspend Quarterly Newsletter
 - Suspend publication of The Sphere

PHASE 2: SUSTAINABILITY

- **Funding/Sustainability**
 - Fundraising Committee Continues to Investigate Ways to Increase Funding
 - Conducts stakeholder outreach
 - Brings any proposed bylaws changes before the membership in 2024 for a vote.
- **Board structure/engagement**
 - Establish Board Organization Committee to consider the structure and makeup of the Board of Directors with the intent being to increase engagement and effectiveness. Possible areas to consider include:
 - Member Engagement
 - Number of Board Members
 - Composition
 - Term limitations
 - Conducts stakeholder outreach
 - Brings any proposed bylaws changes before the membership in 2025 for a vote.

PHASE 3: POLITICAL EFFICIENCY

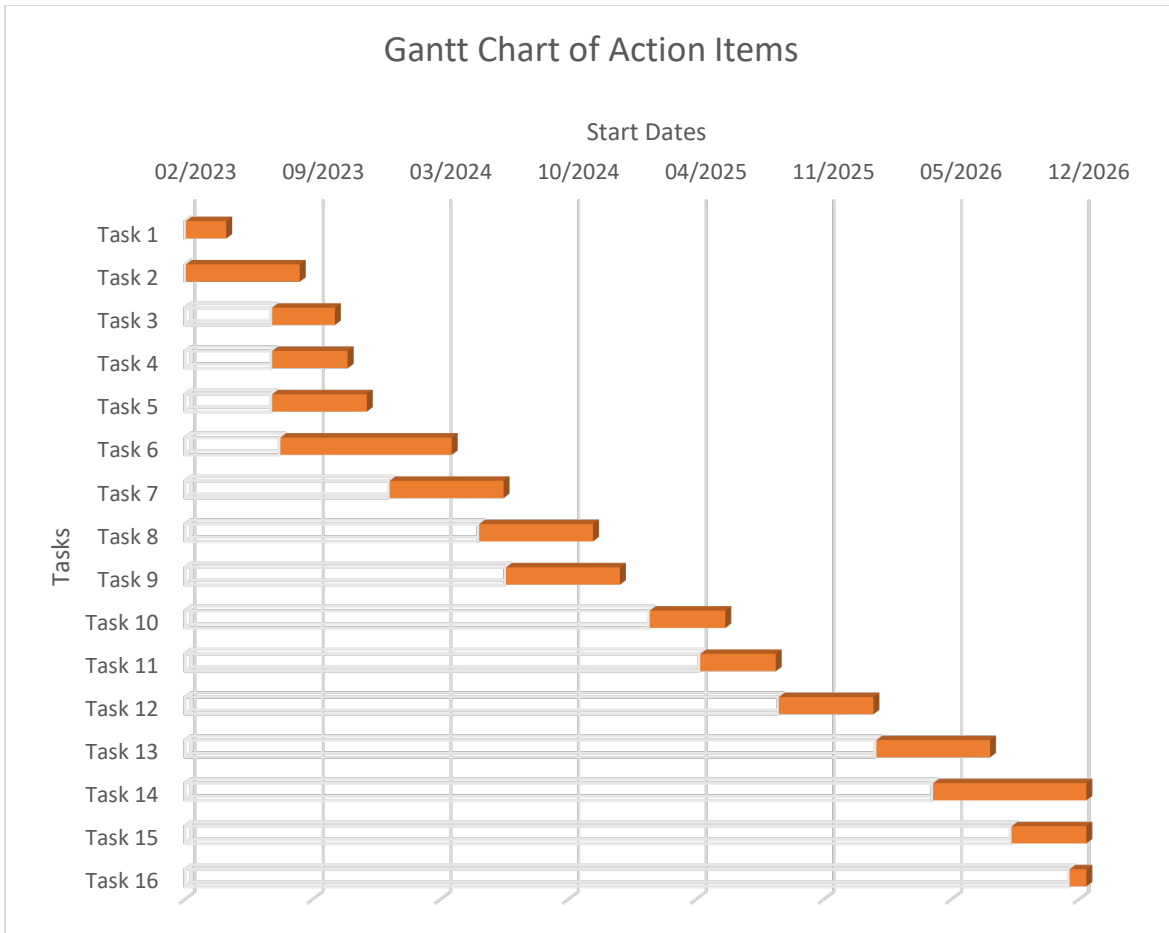
- **Assess Phase 1 and Phase 2 Results**
 - If funding is in place, recruit for new position
New hire to:
 - Pursue/Build New Partnerships
 - Increase Stakeholder Engagement
 - Provide Training at More External Events
 - Develop a video about LAFcos to share with Sister Entities
 - If funding additional funding not identified, Board to reassess feasibility of Phase 3.

ACTION PLAN

TASK NO.	DESCRIPTION	START DATE	DAYS TO COMPLETE
PHASE 1 - MODERNIZATION			
TASK 1	Update public facing mission/vision	02/2023	65
TASK 2	Update public facing branding and collateral	02/2023	180
TASK 3	Transition to QuickBooks Online	07/2023	100

TASK 4	Modernize Event Registration System to Remove Duplicate Functions and Data Entry	07/2023	120
TASK 5	Transition Website to Association Management System	07/2023	150
PHASE 2 - SUSTAINABILITY			
TASK 6	Funding Committee Formed to Investigate Funding Options - Recommendations Due January, 2024	07/2023	270
TASK 7	Funding Committee Performs Stakeholder Outreach for any Recommendations - culminates in Board approval in July, 2024	01/2024	180
TASK 8	Begin Bylaws Process for Any Funding Committee Recommendations That May Need It – would culminate in bylaws vote in October, 2024	05/2024	180
TASK 9	Board Structure Committee Formed - Recommendations Due January, 2025	07/2024	180
TASK 10	Board Structure Committee Performs Stakeholder Outreach	02/2025	120
TASK 11	Begin Bylaws Process For Any Board Structure Committee Recommendations That May Need It – would culminate in bylaws vote in October, 2025	05/2025	120
PHASE 3 – POLITICAL EFFICIENCY			
TASK 12	Possible new position – culminating in contract starting Feb. 1, 2026	09/2025	150
TASK 13	Pursue/Build New Partnerships	02/2026	180
TASK 14	Increase Stakeholder Engagement	05/2026	270
TASK 15	Provide Training at More External Events	09/2026	165
TASK 16	Develop LAFCo Video to Share with Sister Entities	12/2026	120

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CONCLUSION

While some may see this plan as ambitious, the retreat participants agreed that CALAFCO stands at a developmental pivot point. The Association can either continue to do things as it has always done with the hope that it will be enough going forward, or it can proactively rise to embrace the future. Spurred along by the Association’s past evolution, as well as many successful innovations during the pandemic, the participants unanimously agreed that it is time to reach for the next level.

Consequently, this plan merges aspirations with direction to move the Association towards increasing its organizational sustainability which will also increase its political effectiveness. The identification of our first-ever organizational values also assists in those efforts by helping to refine decision-making to ensure that all actions are representative of CALAFCO.

Guided by this Strategic Plan, CALAFCO will boldly stride towards greater levels of efficiency and sustainability and, in doing so, will be able to provide ever greater value to our members. It is with a sense of excitement and anticipation that we look forward to what the future brings!

APPENDIX A – SWOT ANALYSIS

During the Strategic Planning SWOT Analysis, all participants were invited to offer up organizational Strengths, Weaknesses, Opportunities, and Threats. The initial input surfaced the following list, which was later honed to its final components.

STRENGTHS:

- Unity
- Education/Training
- Legislation
- Representation
- Power Broker
- Experience
- Dedication
- Efficient
- Great Staff
- Flexible
- Accessible

WEAKNESSES:

- Lack of Funding
- Name/Mission
- LAFcos and CALAFco are Unknown
- Restricted Capabilities/Power
- Too much, too few
- Lack of Respect
- Web Presence
- Non-Profit/Education Only
- Policy Development
- Relationships

OPPORTUNITIES:

- Restructuring (Term Limits)
- Empowerment of All
- Technology Improved/Forum
- Increased Funding
- Branding
- Improved/More Partnerships
- Shared Services (Internal & External)
- Shared Roles
- CSAC, CSDA, RCRC, League of Cities
- Proactive v. Reactive
- Increased Outreach
- Better Library of Samples
- New Legislation

THREATS:

- Sacramento/Politics/Legislation
- Social Media
- Sustainability
 - Funding
 - Staffing
- Lack of Unity/Engagement
- Complacency
- Self-Destructive
- Everything Today!
- Processes
- Contract Staff

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