



**CALAFCO 2025  
Annual Business  
Meeting**



## REPORT ON THE ASSOCIATION'S WORK OVER THE PAST YEAR



3

## The Journey

- ❖ Numerous Member LAFCOs raise concerns about the Association (beginning approx. Jul 2024)
- ❖ Several LAFCOs announce not renewing membership (Nov 2024 – Sep 2025)
- ❖ Executive Director resigned (Jan 2025)
- ❖ Transition Team created (Feb 2025)
- ❖ Board 2025 retreat (Mar 2025)
- ❖ Several Board members resigned (Feb 2025 – Aug 2025)
- ❖ 6-9-month action plan developed as “road map” (Mar 2025)



4



## The Journey

- ❖ Legislative Committee began meeting regularly (Feb 2025)
- ❖ Omnibus items picked up and passed thru Legislature
- ❖ Successful Staff Workshop (Apr 2025)
- ❖ CALAFCO University courses reinstated (3 held Jul – Sep 2025)
- ❖ New F/T Interim Executive Director hired (effective Nov 2025)

## THE WORK OF TRANSFORMATION & TURNING THE SHIP AROUND



## Sources of Feedback Focus Groups

Conducted between May 2 and June 25

- ❖ Staff Workshop (close to 80 participants)
- ❖ Four regions (approx. 61 participants)
- ❖ Associate Members (8 participants)

Yielding

- ❖ 149 participants
- ❖ 17 hours of direct membership engagement
- ❖ 100 pieces flipchart paper
- ❖ Close to 200 index cards of data

## Other Resources / Research

- ❖ Policies & Bylaws from various state associations (i.e., CA Special Districts Assn., League of CA Cities, American Planning Assn. CA Chapter, CA State Assn. of Counties), non-profit organizations, numerous local governments and other resources (i.e., International City/County Management Assn., Institute for Local Government, National Council of Non-profits)
- ❖ One-to-one interviews with executives on best practices
- ❖ Experience & expertise

## Themes That Emerged – What's Working

- CALAFCO still has some tools in the toolbox that create value
- Members place high value on the website, educational opportunities, legislative resources, list serves
- Relationships and collaboration amongst the members
- Knowledge sharing, networking
- The work of the Transition Team



## Themes That Emerged – What Needs Addressing

- **Lack of trust**
  - Members to Board – Board to Members – Members to Members – Board to Board
- **Board ineffectiveness**
  - Apathy (lack of attendance, communication, commitment)
  - Poor meeting protocols
  - Lack of respect
  - Lack of accountability
- **Poor communication practices throughout the entire Association**

## Themes That Emerged – What Needs Addressing

### ➤ Need for structural revisions

- Regions redrawn
- Board restructured
  - Add EOs as eligible to be elected to Board
  - Eliminate “seat type” requirement so all commissioners elected to the Board at-large within their respective region
- Regional Officer model revised
- Board Committees revised

### ➤ Member LAFCOs need to recalibrate expectations given the resources they are willing to contribute

### ➤ Associate Members are committed to LAFCO & CALAFCO and want to be engaged more by CALAFCO – they have value to add if given the chance



11

## Themes That Emerged – How to Address

### Trust:

- Rebuild/strengthen trust – one brick at a time
- Requires being open to trust – must give each other a chance & understand the intended/unintended consequences of actions and decisions (both Board & Member LAFCOs)

### Communication:

- Overwhelmingly regions want CALAFCO to host regional meetings
- Majority want CALAFCO rep to attend their LAFCO meeting
- Increase communication – make it regular, consistent, accurate & 2-way
- Communication framework & Communication Code of Conduct currently being developed to support addressing communication Association-wide



12

## Themes That Emerged – How to Address

### Resources:

- Focus on revitalizing resources (i.e., CALAFCO U, restoring website content, legislative practices)
  - ✓ Some already being done
- Some have action plan to address
- Consider Associate Members as resource partners
  - Develop a more robust Associate Member program for enhanced value and mutual benefit for CALAFCO and all its business partners

## Themes That Emerged – How to Address

### Board ineffectiveness:

- ✓ Developing meeting decorum practices
- ✓ 2025 election policies, procedures, & processes enhanced in effort to strengthen the recruitment process
- ✓ Improving Board meeting planning
- ✓ Numerous policy revisions and newly created policies to support the Board and enhance accountability
- ✓ Developed formal new Board member onboarding & training
- Board members support one another by holding themselves & each other accountable
- Develop mutual respect for one another and the knowledge, skills and expertise of Member LAFCO staff (*learn to balance/blend the value of policy makers and skilled practitioners at the table*)

## Themes That Emerged – How to Address

### Need for structural revisions to maximize effectiveness:

- Regional boundaries
- Board structure & size
- Regional Officer structure
- Committee structures
- Eventually re-evaluating dues structure

## MEMBER COMMENTS





**NEW  
BUSINESS**



**Strengthening the  
CALAFCO Board**

**2025 Bylaws Amendment  
Proposal**

**October 23, 2025**



## Why This Matters



Direct response to concerns raised by Member LAFCOs



Part of broader reform efforts (staffing, policies, governance)



Builds a stronger, more responsive, and cohesive CALAFCO



## What's Changing

1. Adds the four Regional Officers as **voting members** of the Board (Section 4.1.1)
2. Regional Officers to be elected as Regional Officer by the Executive Officers within their region (Section 4.1.1)
3. Effective with 2026 election, newly elected Board Members begin term December 1 in year of their election & are seated at first Board meeting thereafter (Section 4.2.1)
4. Adds Board vacancy created by removal of Director pursuant to Section 4.4 (Section 4.3)



22



## What's Changing

5. Removes ability for a Director to give proxy to the Executive Director for purposes of establishing a quorum (Section 4.5.6)
6. Re-ordered Sections 5.1.3 & 5.1.4
7. When serving as Board Members, Regional Officers not eligible to serve as Board Officers (Section 5.2.5)
8. All other changes are administrative and non-substantive

## When Changes Were Reviewed by the Board & Member LAFCOs

- ❖ **February 7, 2025** – The Board approves recommending adoption to the membership of a majority of today's proposed amendments.
- ❖ **July 25, 2025** – The Board approves recommending adoption to the membership of additional changes (items 3 – 8 on previous slides). Additional recommended amendments are a result of the comprehensive review of Bylaws & Policies & Procedures.

*Member LAFCOs given opportunity to provide input/feedback during the entire process.*

**MEMBER  
COMMENTS**



**REPORT ON THE  
ASSOCIATION'S  
WORK AHEAD**



## Themes That Emerged – How to Address

### **Need for structural revisions to maximize effectiveness:**

- Regional boundaries
- Board structure & size
- Regional Officer structure
- Committee structures
- Eventually re-evaluating dues structure

## Addressing the Structural Revisions Theme

- ❖ Regional/Board Restructuring Working Group formed (Sep 2025) from Member LAFCO volunteer EOs, Regional Officers, Interim Executive Director, and Transition Team Consultant
- ❖ Scope of Work:
  - Focus on reviewing the regional structure, Board structure, and committee structure
  - Develop draft of new regional structure
  - Develop draft of new Board structure to include the elimination of “seat types” and include Executive Officers eligible to be elected to the Board (should the Membership approve in Oct 2025)
  - INCLUDE MEMBER LAFCO INPUT THROUGHOUT THE PROCESS

## Addressing the Structural Revisions Theme

- ❖ Working Group met three times since mid-Sep
- ❖ Currently gathering input from LAFCO Executive Officers
- ❖ Prepare DRAFT regional boundaries revised map(s) for Member consideration
- ❖ Prepared DRAFT revised Board & Committees structures to align with new regional boundaries for Member consideration
- ❖ Gather more input/feedback
- ❖ Present to Board with recommendation to Membership for approval at mid-year virtual business meeting – February 23, 2026
- ❖ Development of updated/new Policies & Procedures to support Bylaws changes

## IED Priorities for Nov 2025-Jan 2026

### 1) Restore the CALAFCO Website

The website must be a *living* resource for current updates and the Association's history.

### 2) Engage in Regional Meetings and With Local LAFCOs

Begin attending meetings (virtual and in-person) statewide.

### 3) Launch Quarterly Regional Meetings

Co-host regional in-person meetings with Regional Officers – “Lunch and Learn” format.

### 4) Expand the Annual Report

Launch Report in mid-January to include accomplishments, finances, Board and Committee makeup after the Conference, and upcoming events and direction for 2026.

**MEMBER  
COMMENTS**

