

To: Olin Woods, Chair, and Members of the
Yolo County Local Agency Formation Commission

From: Elisa Carvalho, Assistant Executive Officer

Date: January 25, 2010

Subject: CALAFCO Board Agenda Item on Regional Proposal Input and Next Steps

Recommended Action

Receive update and information on the January 15, 2010 California Association of LAFCOs (CALAFCO) Board Agenda Item No. 3.3: Regional Proposal Member Input and Next Steps (Attachment A and B).

Reason for Recommended Action

Three southern California LAFCOs have withdrawn from CALAFCO and others are considering following suit, which will have an impact on the remaining LAFCOs. The CALAFCO Board discussed this issue, feedback on the CALAFCO regional proposal, and options for action at its January 15, 2009 Board meeting. CALAFCO Executive Director Bill Chiat provided an update on the outcome of the Board meeting via email (Attachment C). The email details the CALAFCO Board's decision to create regions within the state for election purposes.

Background

CALAFCO started working on Association organization and Board member representation issues over a year ago. Over the last five months, the Board focused on a regional approach to structuring the association and solicited input from member LAFCOs. Member comments are provided in Attachment A and B of this report. Based on the response to the regional

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★ *Commission Clerk* Terri Tuck ★ *Commission Counsel* Robyn Truitt Drivon ★

proposal and other considerations; Orange, San Bernardino, and Imperial County LAFCOs have left the Association. The Board met in January to consider input on its regional proposal, impacts to the Association from member actions, and options for action, which included the creation of geographic regions, the creation of four separate regions with representatives elected from and by each region, or one separate southern California region with representatives elected from and by that region.

Attachments:

Attachment A: CALAFCO Board Meeting Agenda Item No. 3.3, January 15, 2010

Attachment B: Additional Regional Proposal Comments Received on January 13, 2009

Attachment C: Email from CALAFCO Executive Director Bill Chiat providing update on the outcome of the January 15, 2009 Board meeting

Board of Directors Meeting
15 January 2010

Agenda Item No. 3.3
MEMORANDUM

To: CALAFCO Board of Directors
From: William Chiat, Executive Director
Date: 15 January 2010
RE: **Regional Proposal Member Input and Next Steps**

RECOMMENDATION

1. Discuss input and feedback received from members on the regional proposal for CALAFCO.
2. Determine next steps in the regional proposal
3. Direct staff as appropriate

DISCUSSION

The Board has been considering the issues of Board representation and regional approaches to structuring the Association since November, 2008. This culminated in a proposal the Board presented to the membership for discussion at the Annual Meeting on 29 October 2009. Your Board has been discussing this issue at the last five meetings. This report contains four sections:

1. History of the Action of the Board
2. Input Received from Members on the Proposal
3. Impacts to the Association from Member Actions
4. Options for Action

1. Background

The conversation began at your **7 November 2008** meeting with representatives of the southern California LAFCoS presenting a white paper for consideration. The Paper outlined certain concerns those LAFCoS had with the structure and direction of the Association (attachment 3.3a). After considerable discussion, the Board requested input from the southern California LAFCoS on specific options for restructuring the Board of Directors to be more geographically representative for consideration at your retreat and meeting in February. Your Board asked that Chair Anderson, Board Member Salinas, and the Executive Director solicit the input and compile it for your review.

The issue of balanced representation of the Board was discussed extensively as part of the Board Strategic Retreat and Meeting on **12-13 February 2008**. As a result, the Board voted to direct the Recruitment Committee to look at recruiting candidates to reflect a more geographically balanced Board. The Board further voted to establish an ad hoc committee to research and suggest options for the Board's consideration designed to establish better geographic balance of representation on the Board. Jerry Gladbach (special district), Cheryl Brothers (city), Simón Salinas (county) and Susan Wilson (public) were appointed to the committee to look at options for the Board structure including but not limited to regional representation. Executive Director Chiat and Legal Counsel Alsop were also appointed to the committee. The committee's task was to report at the May meeting with

options and any potential bylaw and policy changes associated with the recommended option(s). The committee met twice (in San Jose and Los Angeles) that winter and prepared and circulated draft recommendations to the Board.

At the **15 May 2009** meeting of the Board the ad hoc committee presented a report and recommendations for your Board's consideration. The summary of the ad hoc committee's work is attached (attachment 3.3b). As an overview, the recommendation at that meeting consisted of four elements:

1. *Definition of the Problem.* Primary Problem: There is the potential under the current structure for the Board of Directors to have an unbalanced representation geographically and among rural, suburban and urban LAFcos. Secondary Problem: There is a perception that this does or has occurred in the past. Snapshots of individual years may show that it has existed at times, although looking at 10 or 20 year summaries of the geographic distribution of board members may indicate this problem does not exist.
2. *Creation of Four Regions.* The proposal would create four regions as identified on the attached maps. The committee used a number of models to create the regional lines.
3. *Board Members Elected by Region.* Each region would be responsible for the election of four Board members from their region. Each region would have a county, city, special district and public commissioner serving on the board. To accommodate this the Board of Directors would be increased by one member to 16 elected members. The two-year terms would be staggered so each region would elect two board members each year. The recommendation proposes a two-year phase in beginning with the 2010 election. Nominations and elections would be managed by the Recruitment Committee with elections held in each region by a mail ballot. Only LAFcos within each region may nominate and vote for the candidates from their region.
4. *At Large Elections at Annual Meeting.* Should a region fail to nominate or elect a board member through the regional process, that seat would be open to statewide nomination and election at the annual meeting subject to the category requirements.

The Board expressed a number of concerns with the recommendations at that meeting and asked the ad hoc committee to meet to refine the proposal. Principle issues centered on Board Members being elected by or from regions.

Based on the feedback from the Board in May and from member LAFcos, the ad hoc committee focused its efforts on recommendations that would move towards establishing a regional structure, and to set aside for now discussion or action on changing the structure of the Board or how directors are elected. The revised recommendations were presented at your **7 August 2009** meeting. At that meeting your Board unanimously approved the recommendation and directed staff to place it on the agenda for discussion with all members at the Annual Meeting on 29 October. Attachment 3.3c includes the approved recommendation and the materials sent to the membership. In addition staff prepared a form for members to indicate their preferences for which region they would like to be included.

At the Annual Meeting on **29 October 2009** the Board spoke about the proposal and received significant feedback from the membership, both orally and in writing. The Board left the comment window for members open through the second week of January, 2010.

Your Board briefly discussed the issue at your 13 November 2009 meeting, but deferred discussion until the 15 January 2010 meeting.

2. Comments Received from Members

As of the first week of January, comments were received from 23 member LAFcos and one LAFco commissioner (Siskiyou LAFco). All comments received are included in attachment 3.3d. A majority

of the respondents simply indicated their preferences for their regional affiliates and did not indicate support or opposition to the proposal. In addition to the five southern California LAFcos, five other LAFcos indicated some level of support for the Board's recommendation. Five LAFcos voiced opposition to the proposal. Among the reasons given were (representative quotes from members):

- ◆ Goals can be accomplished through an informal network of meetings. (Alameda)
- ◆ Having regional and CALAFCO meetings would tend to soften participation at CALAFCO annual conference due to budget constraints. (Lake)
- ◆ Do not recognize any problem with the current organization of CALAFCO. (Merced)
- ◆ Important to avoid making any change that would result in weakening the voice of rural and suburban LAFcos. (Merced)
- ◆ Would balkanize and reorient CALAFCO to focus more on local issues rather than matters of statewide importance. (Napa)
- ◆ May eventually lead to an effort to combine commissions within their CALAFCO defined region given recent legislative trends to regionalize growth management in California. (Napa)
- ◆ Do not want the establishment of regional structures within CALAFCO to dilute local authority. (San Joaquin)
- ◆ Not interested in additional meetings. (Mendocino)

Letters from Orange LAFCo and San Bernardino LAFCo expressed concern regarding the response to the proposal and some of the comments made at the Annual Meeting. Both LAFcos have voted to opt out of the Association in 2010-11 and to refrain from participating in CALAFCO activities. In addition San Bernardino LAFCo rescinded its offer to host the 2012 CALAFCO conference. CALAFCO staff is aware that Imperial LAFCo has taken a similar action, and that Los Angeles LAFCo and Riverside LAFCo are expected to follow suit. At the last Legislative Committee meeting representatives from San Bernardino LAFCo and Los Angeles LAFCo resigned. An effort is underway to create a regional association of the southern California LAFcos.

Feedback on the Board's regional proposal is also contained in the just-completed results from the interactive survey session at the annual conference (attachment 3.3e). During that session some 126 individuals used remote devices to signal their responses to a number of questions regarding LAFCo issues, CALAFCO services and the regional proposal. As you can see from the attached results, the group was representative of the state and included approximately 68 commissioners and 53 staff. Pages 35-43 address questions specifically on the regional proposal. Page 35 shows a marked difference of opinion between commissioners and staff. Page 37 shows a very strong preference for regions in southern California and a more indifferent response in the rest of the state. This is consistent with the written comments received. It also appears that members do not believe that regions would reduce travel costs or increase participation.

3. Impacts to the Association from Member Actions

The actions of the southern California members will have a significant impact on the Association's finances and ability to provide services. Staff conducted a fiscal analysis based on the assumption that five members choose not to renew their memberships. Using the 2008-09 final fiscal results, staff calculated the loss of dues and registration revenues based on actual participation in CALAFCO activities by those LAFcos. Based on that analysis, staff is estimating the following impacts to the CALAFCO budget:

Member Dues	- \$30,200 (19%)
Associate Member Dues	- \$3,200 (24%)
Conference Registration	- \$17,685 (14%)
Workshop Registration	- \$3,441 (11%)
CALAFCO U Registration	- \$4,001 (28%)

Based on this analysis, the overall Association budget would be reduced by over \$58,500 in revenues, or about 17% of total revenues. While there may be some reductions in expenses, such as the conference, these will likely still leave a revenue shortfall of at least 15% and make it very difficult for the Association to maintain the current level of member services.

Equal to the financial impact would be the impact to the influence of the Association. Your credibility with the legislature and state agencies rests on the Association's representation of 57 of the 58 LAFCoS and our ability to seek input and comment from virtually all LAFCoS. With the withdrawal of the five LAFCoS, the ability of CALAFCO to represent statewide interests is severely limited. In addition, the Association loses the expertise and participation of staff and commissioners with extensive LAFCo experience and history on committees and as speakers at conferences and workshops. Already the Legislative Committee is feeling the loss of members who have a long history of contributions to its work. The five LAFCoS have also contributed extensively to the Association with volunteer hours and financial support.

4. Options for Action

Your Board currently has a recommendation it has presented to the membership for consideration (attachment 3.3c). Feedback from the membership raised a number of concerns and produced little strong support. It has also resulted in several members voting not to renew their membership in the Association. At least three options present themselves for Board consideration. There may be others that Board members wish to present at the meeting. The options include:

1. *Proceed with Current Proposal.* Proceed with implementation of the current proposal as described and laid out to the membership. As part of that implementation responses and modifications could be developed to address concerns raised by members in their feedback.
2. *Reconsider the Original Ad Hoc Committee Recommendation.* Reconsider the original recommendation proposed by the committee. This is more in alignment with the issues described in the White Paper by the southern California LAFCoS presented to the Board in 2008. It would create four regions and Board seats would be distributed among those regions.
3. *Hybrid Concept.* Chair Roger Anderson has suggested a hybrid idea that he believes would meet the interests of most parties. His concept is based on four principles: 1) There is clear interest in creating a southern California region; 2) There is limited or little interest in creating regions elsewhere in the state; 3) Southern California's interests should be represented on the Board yet they comprise only six of the 58 counties; and 4) everyone wins by keeping the Association together.

The concept consists of four elements:

- a. Create a southern California region for the purpose of Board representation
- b. Three Board seats (city, county, special district) be designated for commissioners elected from the southern California region
- c. All members, including southern California candidates, may run for any of the other 12 Board seats
- d. Implement at the 2010 annual meeting in Palm Springs

ATTACHMENTS

- A. White Paper Submitted by Southern California LAFCoS (October, 2008)
- B. Summary of Ad Hoc Committee's Original Recommendation (May, 2009)
- C. Board Recommendation to the Membership (August, 2009)
- D. Member Comments Received
- E. Interactive Survey Results from the 2009 Conference

October 21, 2008

Mr. Bill Chiat, Executive Director
California Association of LAFCOs
801 12th Street, Suite 611
Sacramento, CA 95814

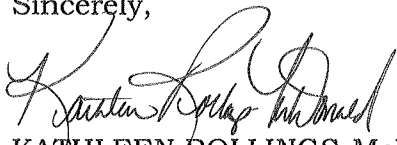
Dear Bill:

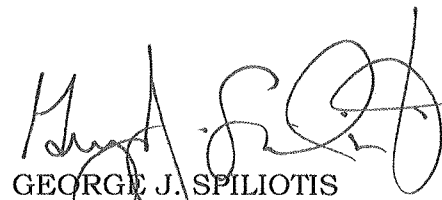
The Southern California LAFCOs have met to review questions and concerns regarding the direction of CALAFCO. Attach is a "White Paper" which outlines these concerns, the request that the CALAFCO Board review these position, and a proposed method for addressing the concerns.

It is the request of the Southern California LAFCOs that a discussion of these issues be placed on the Board agenda for November 7th. George and I will be present at the meeting to review these positions and answer any questions.

Please let either George or I know if you have any questions.

Sincerely,


KATHLEEN ROLLINGS-McDONALD
Executive Officer


GEORGE J. SPILIOTIS
Executive Officer

WHITE PAPER

PROPOSED RESTRUCTURING OF CALAFCO

October 2008

With another successful conference behind us and having new Board members on the CALAFCO Board, it is an opportune time to address some lingering concerns regarding CALAFCO. It is requested that CALAFCO consider the merits of and respond to each of the concerns identified below with the hope that we can, in a collaborative fashion, effect and produce a more responsive statewide LAFCO organization representing all regions of California.

Each of the following concerns merits a full presentation and discussion at the CALAFCO Board level with participation by all interested LAFCOs. Because CALAFCO is a largely volunteer organization with limited funds, it is suggested that an ad-hoc committee, representing a diverse cross-section of members, address Item #1 below and establish a schedule to address the remaining items. We suggest that the ad-hoc committee be comprised of members not represented on the current Board and that the committee complete its discussion of Item #1 within 30-60 days followed by subsequent and timely review of the concerns. It is also requested that the Committee prepare a report on Item #1 for consideration by the CALAFCO Board at their February CALAFCO Board retreat.

The issues are outlined as follows:

1. Structural

CALAFCO represents all the LAFCOs in California. Those LAFCOs reflect a wide diversity of counties with an equally wide diversity of needs and issues. As with each LAFCO Commissioner, CALAFCO Board members are assumed to “park” their professional and personal opinions when making their decisions and try to balance the needs of all members. There have been concerns expressed about the ability of the CALAFCO Board, if primarily from one region in California, to understand the issues and concerns of other regions. While the concern may originate in perception, it is suggested that the CALAFCO address this concern proactively through the Committee structure identified above.

Suggested Discussion Topics:

- Geographic balance in representation
- rotation of meeting locations
- by-law changes
- commitment of Board members to meet in different locations
- rotation of members
- process to recruit Board members
- responsibility of LAFCOs in the recruitment process

2. Legislative Review Process

The Legislative Committee and Legislative Advisory Committee play an important role in evaluating and recommending positions to the CALAFCO Board regarding legislation that affects LAFCOs statewide. The Board itself makes the majority of decisions regarding positions on legislation. The point of this issue is **NOT** to debate individual bills but to discuss the process of CALAFCO taking positions on legislation. Both appointments to the Legislative Committee and Legislative Advisory Committee should reflect the breadth of all LAFCOs. This is particularly essential in the case of the Legislative Advisory Committee which can act on behalf of the Board in certain circumstances.

Suggested Discussion Topics:

- threshold or policy for taking a position on bills (i.e. simple majority, super majority, etc)
- rotation of committee members
- appointments to the Legislative Advisory Committee
- process for soliciting input from members not on committee
- rotation of meeting locations

3. Fees

The FY 2005-2009 CALAFCO dues structure increased dues on urban LAFCOs over 200% from 2005-06 levels; however dues for rural and suburban LAFCOs increased between 6% and 42%.

Suggested Discussion Topics:

- develop an alternative dues formula which more evenly distributes CALAFCO costs among member agencies.

4. Administrative Processes

To insure transparency of its operations, CALAFCO's administrative procedures should be enhanced to reflect the same high ethical standards required of all public agencies.

Suggested Discussion Topics:

- require an annual audit
- require CALAFCO Board, staff and consultants retained by CALAFCO to comply with the same conflict of interest and financial disclosure forms as required of all elected officials and LAFCO management staff
- Establish policies related to the use of consultants and subcontractors; disallow the hiring of individuals who are related to Board members or staff to avoid conflict of interest or misperception in work allegiance

July 24, 2009

TO: Jerry Gladbach, Cheryl Brothers, Simon Salinas

CC: Bill Chiat, Clark Alsop

FROM: Susan Wilson

RE: **REVISED** Subcommittee Re: CALAFCO Organizational Structure

In summarizing our recent meeting, the Subcommittee followed the direction of the Board of Directors to consider the comments from the recent Board meeting and obtain further input from individual LAFCoS. Many issues were raised both at the Board meeting and through further input from various LAFCoS commissioners and staff. In our deliberation, the Subcommittee determined that the ultimate goal of our recommendation would be to strengthen and unify CALAFCO, thus increasing our productivity and presence with our individual LAFCoS and within the legislative process. It was not necessary to attribute any motivation to any particular position in reaching our recommendation, but rather determine if there were benefits to formalizing a regional approach in CALAFCO, and, if such approach benefits CALAFCO, determining how to implement same. We also discussed the fact that CALAFCO Board has continually verbalized and promoted structuring regions within which individual LAFCoS could meet and share common interests, issues, and resources. Creating such regions only implements such direction.

Creating regions will allow LAFCoS throughout the state to have a structure within which localized issues can be discussed, addressed, and resolved with neighboring LAFCoS. LAFCoS within regions would have increased involvement in LAFCoS and more immediate accountability

Regions would be a vehicle to provide input on policy and legislative issues to the Board and the Legislative Committee, which would enhance communications with legislative representatives on CALAFCO issues. Regions would also allow better communication with Member LAFCoS on legislative issues.

Regions will provide a mechanism for succession within CALAFCO generating growth both of board representation but also staffing for CALAFCO. The subcommittee envisioned that each region would provide a staff person for CALAFCO; thus balancing and distributing the workload more evening throughout the state. CALAFCO relies heavily on volunteer staff to assist the organization; in the past, we have over-utilized some staff without any real succession strategy to replenish and share the workload. We would create a 3rd Deputy Officer position. It should be noted that there are several staff members that have greatly assisted CALAFCO and many of same will be retiring within the next few years.

Creating regions within CALAFCO would also promote more efficient and effective communication. Ease of travel at a regional level would promote more participation. Local and neighboring LAFCoS could specifically target their common interests.

Within each region would be the increased opportunity to share resources and provide more economical approaches to various matters. For example, a group of individual LAFCoS recently consolidated a RFP for audit services; they were able to reduce the costs of same by banding together.

A CALAFCO regional approach would also assist in growth and regional transportation plans which will be acted upon regionally.

Creating regions would formalize a structure and forum at a Commissioner level for local LAFCoS to address differing policies which may influence other local LAFCoS. This structure would provide various viewpoints and different perspectives which may assist in making better decisions. CALAFCO has always promoted individual LAFCoS to adopt CKH to their local policies, circumstances, and conditions; a regional approach would strengthen LAFCoS especially in area where there is no COGs.

Implementing a Regional Approach:

1. Need a strong strategic policy to establish regions. This is all about our members and our current policies which, following CKH, calls for geographic diversity.
2. Create a policy statement for creating regions which can be presented to the membership at the conference.
3. Provide a pre-conference package to individual LAFCoS setting forth the concept of regions for CALAFCO.
4. Receive input and feedback from the Conference regarding the concept of regions. Once input/feedback is received on the concept of regions, then proceed with the following:
5. Define “geographic diversity” in Section 3b- Nominations of our policies including responsibility of regions to identify candidates for the Board.
6. Create a 4th staff position on CALAFCO, thus balancing the volunteer staff workload and creating a mechanism for development and succession for future staff.
7. Board will solicit input from each Member LAFCo to determine and identify the regions and the LAFCoS within each region. Provide an appeal process for individual LAFCoS regarding its regional assignment.

ATTACHMENT 3.5a

CALIFORNIA ASSOCIATION OF
LOCAL AGENCY FORMATION
COMMISSIONS

CALAFCO

CALAFCO Annual Business Meeting

29 October 2009

Agenda Item No. 4.1

MEMORANDUM

To: CALAFCO Members
From: William Chiat, Executive Director
Date: 29 October 2009
RE: **Discussion of Establishment of Regional Structure for CALAFCO**

RECOMMENDATION

1. Discuss the policy and strategy adopted by the CALAFCO Board of Directors and provide input to the Board on strategic implementation of the regional structure.

DISCUSSION

Background

The CALAFCO Board of Directors has long believed that one of the most valuable services provided by the association is the facilitation of communications and sharing of information among its members. At each of the last four biannual strategic retreats the Board has identified communications and facilitation of regional meetings as an important goal of the association.

On 12 February 2009 the Board held its most recent Strategic Planning Workshop in Irvine California. Based on input from a number of member LAFcos, a key issue the Board discussed was how to best structure the association to both facilitate communication among members, and also assure that the many perspectives on LAFco policies and issues are heard and considered by the Board of Directors and its key policy and legislative committees.

At its 13 February 2009 meeting the Board established a Structural Options Committee to consider various ways the association could be structured to encourage more communication among members, strengthen the association, and provide a vehicle for sharing different perspectives on LAFco issues. The committee included Board Members Susan Vicklund Wilson (Santa Clara), Simón Salinas (Monterey), Cheryl Brothers (Orange), and Jerry Gladbach (Los Angeles). Executive Director Bill Chiat and Legal Counsel Clark Alsop provided staff support. The Committee met several times and presented an initial recommendation to the Board on 15 May 2009 in Sacramento. The Board provided significant feedback on the ideas presented by the Committee. The Committee met again and formulated a revised proposal. That proposal was presented to the Board on 7 August 2009. At that meeting the Board of Directors unanimously adopted the Committee recommendation and directed staff to share the strategy and policy with all Member LAFcos in anticipation of a discussion on the issue at the Annual Business Meeting in October.

Adopted Recommendation and Implementation

The recommendation adopted by the Board is captured in the attached policy statement and strategic plan. The plan calls for a 14-month implementation of the regional structure. Following input from members in October, the Board may prepare revisions to the plan and begin work on establishing regional boundaries. Preliminary regions will be sent to members for review and input next spring. The membership will vote on the ultimate structure and By-law change at the 2010 Annual Business Meeting in Palm Springs. Regional meetings will begin at the 2010 conference.

The attached policy statement discussed the purposes and benefits the Board has identified for regions. Ultimately the Board envisions that the regions could meet three times a year to share information and resources, and provide input to CALAFCO: 1) commissioners and staff at the annual CALAFCO Conference; 2) staff at the CALAFCO Staff Workshop; and 3) a third meeting in the region of commissioners and staff. Regions may hold additional meetings as desired by the members.

Member LAFCo Input Sought

The Board has asked that all member LAFCos consider this approach and provide input to the Board at the Annual Business meeting. The Board will use the input to further refine the regional structure policy and implementation. Among the questions the Board would like input:

- ◆ Does having a regional forum make sense for your LAFCo?
- ◆ What are some of the common interests you believe you share with your neighboring LAFCos?
- ◆ Which LAFCos do you work – or would like to work – more closely with?
- ◆ As the Board works to establish regions, which LAFCos would you want to see included in your region.

ATTACHMENTS

1. Policy Statement
2. Strategic Approach for Implementation
3. Proposed language for By Law Change

Policy Statement on Creating Regions within CALAFCO

CALAFCO Board of Directors – 7 August 2009

The Board has concluded after several months of review that creating a regional approach with our member LAFcos would strengthen and unify CALAFCO, thus increasing our productivity and presence with our individual members and within the legislative process. Our Board has continually verbalized and promoted structuring regions within CALAFCO in which individual LAFcos could meet and share common interests, issues, and resources. We have determined that there are significant benefits to formalizing regions.

Benefits of a regional approach include but are not limited to:

Communication:

- ◆ Promotes more efficient and effective communication.
- ◆ Provides a vehicle to give input on policy and legislative issues to the Board and the Legislative Committee, which would enhance communications with legislative representatives.
- ◆ Formalizes a structure and forum at the Commissioner level for local LAFcos to address policies which may influence other LAFcos.
- ◆ Provides various viewpoints and different perspectives to assist in making better decisions.

Economical:

- ◆ Ease of travel within a region may invite more participation in regional approaches to common interests.
- ◆ Increased opportunity for LAFcos in each region to share resources and provide more economical approaches to various matters. e.g., a group of neighboring LAFcos recently consolidated a RFP for audit services thereby reducing their costs.

Commonality Geographically:

- ◆ Local and neighboring LAFcos could specifically target their common interests.
- ◆ Localized issues can be discussed, addressed, and resolved with neighboring LAFcos.
- ◆ Recognition of geographic issues and differences impacting LAFcos
- ◆ Consistency with creation of regional transportation plans which will be acted upon regionally.
- ◆ Strengthens LAFcos in areas without COGs .

Education of Legislature:

- ◆ Legislators will recognize that CALAFCO represents all areas, regions of the state

Succession and Leadership:

- ◆ Increased involvement in LAFco by our members and more immediate accountability of Board members to the membership.
- ◆ Provides a mechanism for succession within CALAFCO generating growth and interest of board representation.
- ◆ With each region providing a staff person for CALAFCO, the volunteer workload would be balanced and more evenly distributed throughout the state and provide a mechanism for development and succession for future staff. The Board noted that several LAFco staff members have greatly assisted CALAFCO, but many of same will be retiring within the next few years.

Strategic Plan for Regional Implementation

Adopted by the CALAFCO Board of Directors on 7 August 2009

GOAL Structure member LAFcos into geographic regions to encourage communication among LAFco commissioners and staff, increase involvement in Association activities and policies, collaborate on inter-LAFco policies and issues, share resources, and provide regional input to the Board on legislative issues and regional policy issues.

ACTION 1 Adopt a policy statement on the value of regions to the members and the Association, and signal the intent of the Board to formally establish CALAFCO regions.

Timeframe: Draft statement to be presented to Board for adoption on 7 August 2009*.

ACTION 2 Amend the 2009-2011 CALAFCO Strategic Plan to reflect the revised strategic goal and the five actions described in this letter.

Timeframe: Draft strategy to be presented to Board for adoption on 7 August 2009*.

ACTION 3 Amend the CALAFCO Policy Manual to accomplish two things:

Action 3a: Define and increase the number of staff officers, and require that one staff officer be selected from each region.

This would add additional Deputy Executive Officers to the CALAFCO staff. Having a staff officer from each region would provide a resource to organize regional meetings; help identify Board candidates for the Recruitment Committee; be a voice on regional issues to Association staff; and provide professional growth opportunities for staff from around the state. The new officer(s) could be added as soon as 2010 once the Board has adopted the preliminary boundaries. This would add a \$2,000/year stipend to the CALAFCO budget for each additional staff officer.

Action 3b: Clarify “geographic diversity” in the nominations procedure.

This would specify that Nominations Committee assure that candidates are representative of all the regions. This could be done for the 2010 elections using the adopted preliminary regional boundaries.

Timeframe: Draft policy changes presented to Board for adoption on 7 August 2009*. Additional staff would be added in 2010 once the Board adopts preliminary boundaries. Nominations representative of regions could apply to the 2010 elections.

ACTION 4 Discussion of proposal to create regions and the benefits and intent of regions to be discussed at CALAFCO Annual Business Meeting on 29 October 2009.

Information packets will be sent to each member in advance of the meeting. Packet will include cover letter, policy, strategy and actions, initial by-law language and process for input and creation of regions. Discussion will be held at annual meeting.

Timeframe: Packet to be distributed to members by 29 August 2009. Discussion and any action item on 29 October 2009.

ACTION 5 Establish regions and change the Association By-Laws

Based on input from members at the 2009 Annual Meeting, the Board will establish preliminary regions for member review and comment. Board will finalize recommended

changes to By-laws to establish the regions and adopt the necessary policies to identify the members and operations of each region.

Timeframe: Preliminary regions sent to member for comment by February, 2010. Proposed policies adopted by August, 2010. By-law change to implement regions considered at Annual Meeting on 7 October 2010 in Palm Springs.

* Adopted by Board on 7 August 2009

Draft Amendments to Association By-Laws

For discussion purposes only; consideration of by-law changes anticipated at 2010 Annual Meeting in Palm Springs

2.1 **Classification and Qualifications of Members.** The Corporation shall have three (3) classes of members as follows: Member LAFCOs; Officers of Member LAFCOs; and Associate Members. Member LAFCOs shall be any local agency formation commission ("LAFCO"), which have paid the required annual membership dues and assessments and have indicated by appropriate action their desire to join the Corporation. Officers of Member LAFCOs shall be any regular or alternate Commissioner, executive officer, deputy executive officer, legal counsel, or deputy legal counsel of any LAFCO in good standing as a Member LAFCO. Associate Members of the Corporation shall be any member of the public, a government agency, a business, or an educational institution, either who or which has paid the required annual membership dues and assessments and has indicated by appropriate action its desire to join the Corporation. Notwithstanding any other provision in these Bylaws to the contrary, the terms generally meaning "approval of members or the membership" or "ratification by the members or membership" or "adopted by the members or membership" shall mean such approval or ratification or adoption by members eligible to vote.

2.1.1 Member LAFCOs shall be organized into XXXX geographic regions to facilitate interaction and communication among member LAFCOs, share resources, and provide increased opportunity for Member LAFCO input to the Board of Directors on regional and statewide issues and Corporation activities.

2.1.2 The boundaries of the regions shall be determined by action of the Board of Directors.

2.1.3 The regions shall not have authority to act independently of the Corporation.

2 September 2009

**2009
Board of Directors**

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Deputy Executive Officer

SR JONES
Deputy Executive Officer

Dear LAFCo Commission Chair:

For some time the CALAFCO Board of Directors has been considering how to engage member LAFCos on a regional level to discuss issues of mutual concern and to provide input to the Board on LAFCo policy and legislative issues. At our strategic retreat last February the Board discussed a proposal to create regions within CALAFCO. Over the intervening six months a Board committee studied the various options and brought a recommendation to the Board.

On August 7th the Board unanimously (and we might add enthusiastically) endorsed the committee's recommendation and asked that it be sent to the members for consideration and discussion at the upcoming CALAFCO conference.

By now your executive officer has received the details on the proposal to establish a regional structure for CALAFCO. We believe this is an important benefit to members by providing a structure to facilitate communication among commissioners within a region and assure that the many perspectives on LAFCo policies and issues are shared and considered by the Board. We hope that it will also encourage more regional sharing of information and resources amongst commissioners and staff. The staff report sent to your executive officer provides more depth on the purpose, benefits and implementation of a regional structure.

The Board is very interested in your input! We encourage you to discuss the proposal at an upcoming commission meeting and bring your thoughts and suggestions to the CALAFCO conference and business meeting for discussion. Two things we want to point out: 1) no specific number or boundaries of regions have been identified – we would first like your input on which LAFCos you share interests; and 2) the vote to make the implementing change to the Association By Laws will occur in 2010 after the Board has established the regions and members have provided input.

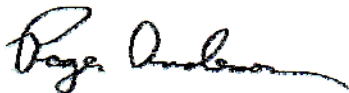
Clearly the governance world that LAFCos operate within is changing. We believe the proposal before you will strengthen the capacity of each member LAFCo and of the Association. The whole Board looks forward to talking with you about this at Tenaya Lodge on October 28-30. Thank you for taking time to discuss this with your commission and sharing your thoughts.

Yours Sincerely,

1215 K Street, Suite 1650
Sacramento, CA 95814

Voice 916-442-6536
Fax 916-442-6535

www.calafco.org



Roger Anderson
Chair



Susan Vicklund Wilson
Vice Chair

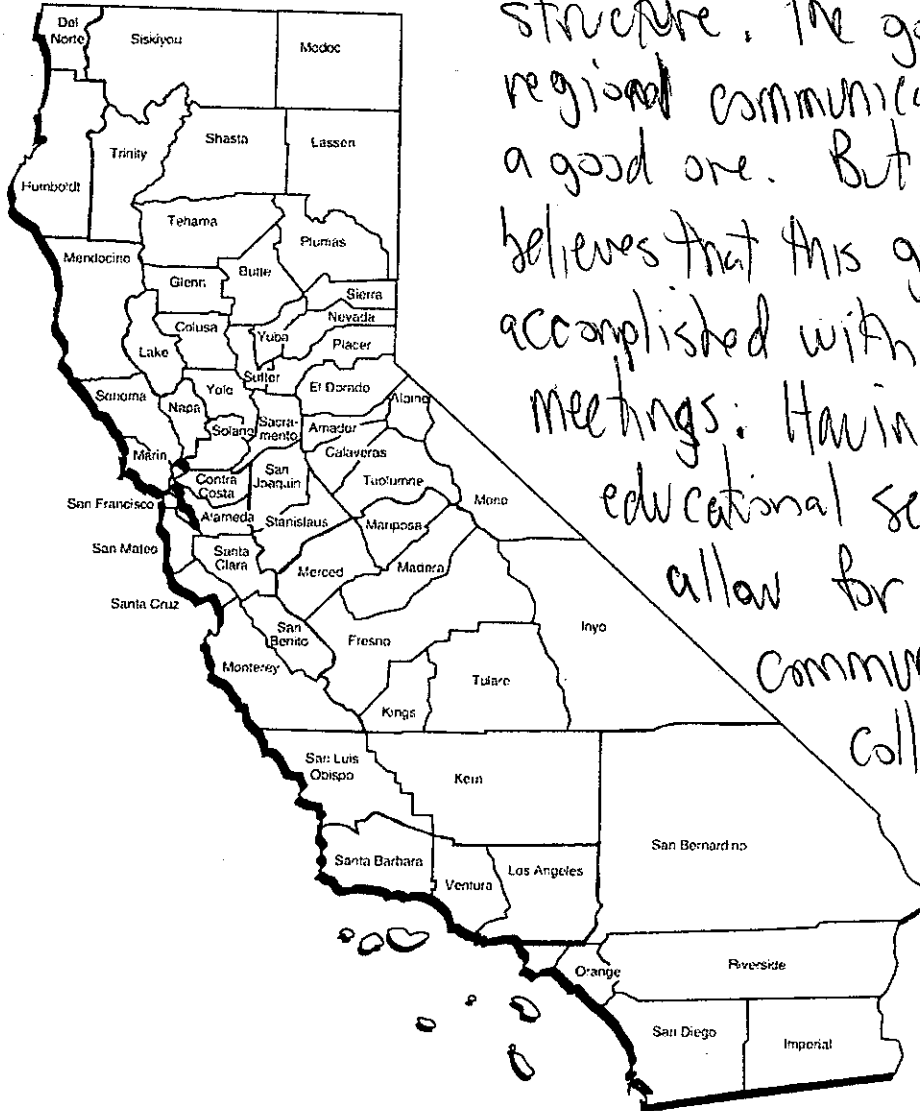


William Chiat
Executive Director

Member Input on Regional Structure for CALAFCO

Member LAFCo: Alameda LAFCo

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



Alameda opposes a regional structure. The goal of encouraging regional communication is a good one. But, Alameda believes that this goal can be accomplished with informal meetings. Having regional educational seminars will allow for inter-commission communication and collaboration.

Solend
Solendano,
Public Member

see back

We already have a working relationships with the 9 Bay Area Counties (and sometimes Santa Cruz County). The states meet periodically. We could do a better job of getting the Commissioners together.

We suggest adding a LAFCo-University hour session to our regional meeting where many Commissioners would otherwise attend. Such regional meetings in the Bay Area could be ABAG and NTC.

If regions are not equally represented
by number of Counties included, then
some counties will have an unfair
advantage in electing CALAFCO Boardmembers.

Local Agency Formation Commission Of Colusa County

January 7, 2010

Calafco Board of Directors
1215 K. Street , Suite 1650
Sacramento, CA 95901

RE: Input from Colusa LAFCO regarding a regional proposal for Calafco

Dear Members of the Board of Directors,

The Colusa Local Agency Formation Commission has reviewed the Memorandum from Calafco dated November 18, 2009 and while we tend not to support the concept of having regions for Calafco; we are mindful of the consequences should some of the Southern California LAFCO's no longer participate in Calafco. Our main concern is Calafco's legislative agenda would be compromised and LAFCO's would no longer support or oppose legislation with a unified voice.

We have concerns with regions since there has been no clear decision by the Board of Directors to have regions in the first place. We do not have any idea of the financial implications of having regions would be upon Colusa LAFCO. Any decision to have regions must include an estimate of the costs to each LAFCO. For that reason, we reserve our support for Calafco regions until we have a better understanding of the financial implications of this proposal upon Colusa LAFCO and more consideration is given by the Calafco Board of Directors to the unintended effects this proposal would have upon Calafco's present and future legislative goals.

Sincerely,

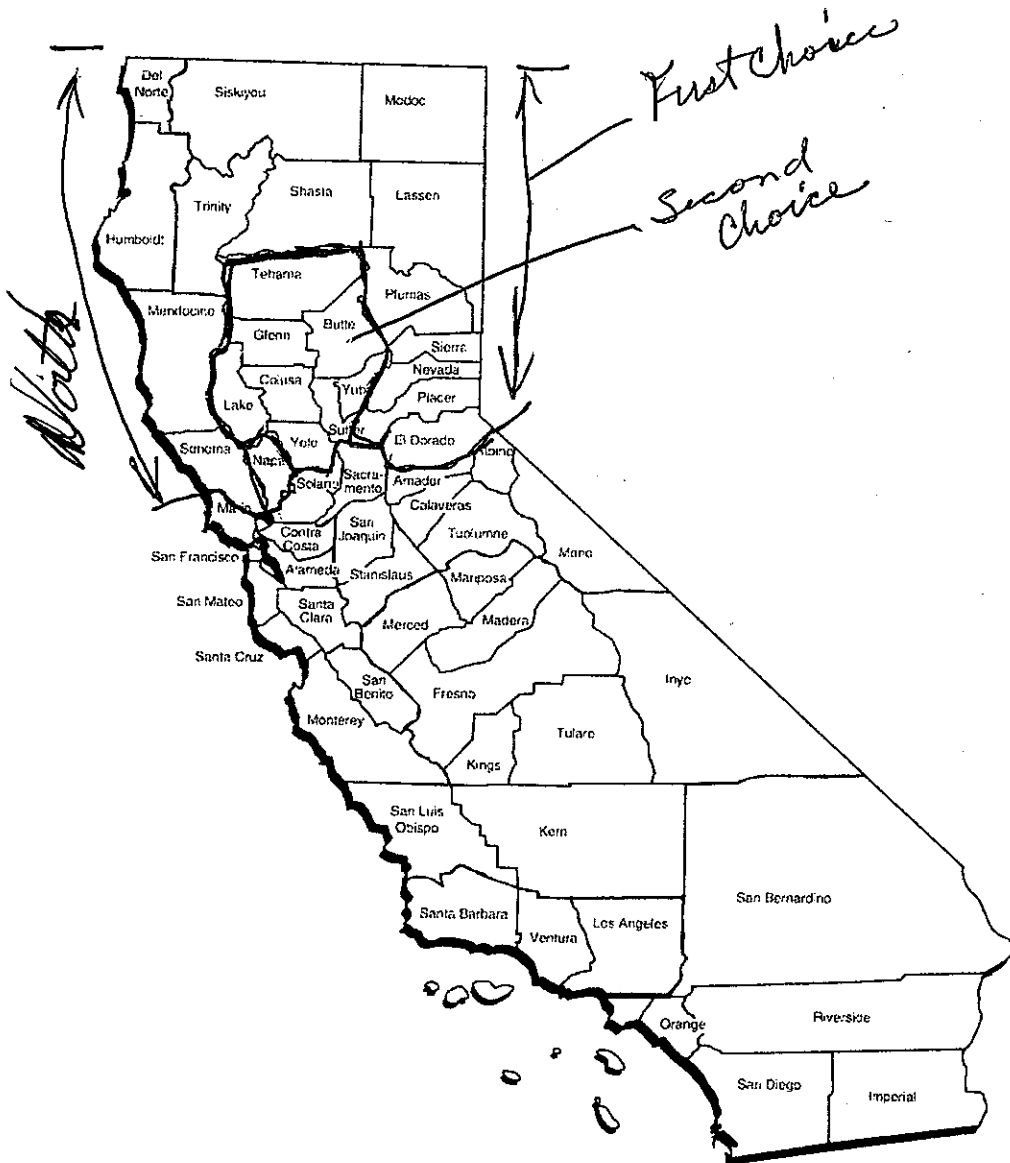


Gary Evans, Chair,
Colusa Local Agency Formation Commission.

Member Input on Regional Structure for CALAFCO

Member LAFCo: Colusa County - Don Barker
(530) 473-2610

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



Member Input on Regional Structure for CALAFCO

Member LAFCo: Central Coast Contra Costa

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



- Do not favor regions
- Like catagories of urban, suburban & rural for special meetings / conference purposes.
- Unenthusiastic about regions but we are listening.
Good Luck,
Gayle D. Wickema

- unenthusiastic Commission

- Cooperation already exists

- between Commissioners
if needed.

-

Member Input on Regional Structure for CALAFCO

Member LAFCo: Kern

Which LAFCOs would you want to see included in a region with you? Please highlight those LAFCOs on the map below.



FILE

Local Agency Formation Commission Of Lake County

December 28, 2009

Calafco Board of Directors
1215 K. Street, Suite 1650
Sacramento, CA 95901

RE: Input from Lake LAFCO regarding a regional proposal for Calafco

Dear Members of the Calafco Board of Directors,

The Lake Local Agency Formation Commission has reviewed the Memorandum from Calafco dated November 18, 2009 and has the following comments:

While regions do not make sense for our particular LAFCO, we understand that if it means the loss of some of the Southern California LAFCO's and the resulting negative effect upon Calafco's legislative efforts, we would reluctantly support a limited (communication/training) related version of regionalization. However, we believe full regionalization does not make sense to Lake LAFCO. If this effort is a precursor to full regionalization we do not support regionalization at all.

In response to questions posed in the November 18, 2009 letter:

1. *Does having a regional forum make sense for your LAFCo?*
No, because we do not believe regionalization makes sense for Lake LAFCO
2. *What are some of the common interests you believe you share with your neighboring LAFCos?*
Rural setting, Preservation of Ag lands and open spaces, ground and surface water issues, the cost ratio vs. the benefits of growth.
3. *Would you participate in the occasional regional meetings?*
We would likely participate in either a regional meeting or the CALFACO annual conference, but not both. Having regions would tend to soften the attendance at Calafco's annual conference for those LAFCO's with limited budgets.
4. *Which LAFCos would you want to see included in your region?*
NAPA, YOLO, MENDOCINO

Lastly, our Commission does not have any knowledge of the financial implications of having regions will be to Lake LAFCO. Any decision to have regions must include an estimate of the costs to each LAFCO. It has been our experience that regions tend to not work well in the more remote rural areas because of the added costs of meetings, the time allocated, and the logistics in setting up and running meetings.

Sincerely,



John Benoit
Executive Officer

John Benoit, Executive Officer P.O. Box 2694, Granite Bay, CA 95746
Ph (707) 592-7528 fax (916) 797-7631

Member Input on Regional Structure for CALAFCO

Member LAFCo: Mendocino

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



Mendocino
Sonoma
Lake
Napa

Offer regionalizing
for northeast
counties means that
Mendocino gets lumped
with the sparsely
populated, geographically
isolated counties, north +
east. Because geographic
distances are so large, meetings are
generally not well-attended. Geographic
proximity is imp't w/ large, rural counties like
ours.

Please return to Bill Chiat or SR Jones

Also, Mendocino associates more w/ the counties south + east of us than north of us.



Local Agency Formation Commission
2222 M Street
Merced, CA 95340
Phone (209) 385-7671 / Fax (209) 726-1710
www.lafcomerced.org

DATE: October 28, 2009
TO: Bill Chiat, Executive Director
CALAFCO
FROM: ^{BA} Bill Nicholson, Executive Officer
RE: Merced LAFCO Comments on Regional Structure of CALAFCO

This memo is written in response to your request for input from member LAFCOs on the proposed regional structure of CALAFCO requested in your correspondence dated September 2, 2009, and as outlined in the Memorandum for Agenda Item No. 4.1 for the CALAFCO Annual Business Meeting to be held on October 29, 2009. Our Commission discussed this concept at our regular meeting held last week on October 22nd.

The Commission discussed the specific questions listed in the Business Meeting Agenda, and also raised several questions. The responses to the four questions raised in the Memo and our Commission's questions follow:

1. Does having a regional structure make sense for your LAFCO?

The Commission did not reach a conclusion on this question. Merced is located in the middle of the Central Valley, and this is the region we are continually associated with – most recently for all LAFCO member jurisdictions as part of the San Joaquin Valley Blueprint Planning program sponsored by the Partnership for the San Joaquin Valley and the Governor. The Commissioners did not recognize any problem with the current organization of CALAFCO or its cooperative structure among different levels of local government (counties, cities and special districts). The concern was expressed that at the State level, notably in terms of legislation, it is the rural areas who have less voice than the urban portions of the state, so it is important to avoid making a change that would result in weakening the voice of rural and suburban LAFCOs.

2. What are some of the common interests you believe you share with your neighboring LAFCOs?

Our County is heavily agricultural, and this is the dominant characteristic of surrounding LAFCOs. We have many resource protection and rural service delivery issues that are much different than the metropolitan regions of the state. The Commission acknowledges the historic focus at CALAFCO conferences to hold urban, suburban and rural Commissioner discussion sessions, and this is also how CALAFCO dues have been structured. CSAC uses a similar format, and this has merit. It was also discussed that an agricultural county like Merced has more in common with other agricultural counties across the state than we do with mountain, coastal or urbanized LAFCOs.

3. Which LAFCOs do you work – or would like to work – more closely with?

Our immediate neighbors with whom we have overlapping special districts are the LAFCOs we interact with most frequently (Fresno, Madera, and Stanislaus). We have fewer issues with our neighboring Mariposa LAFCO being a Sierra Nevada county with no incorporated cities. Over the Coastal Range to the west are San Benito and Santa Clara LAFCOs; beyond procedural questions, there is little interaction due to the geographic separation.

4. As the Board works to establish regions, which LAFCOs would you want to see included in your region?

The Commission did not have a good answer for this question. Cutting across the state from west to east to create a "Central Region" from Monterey County to Inyo does not make much sense. The San Joaquin Valley is the region Merced is most commonly associated with.

Merced LAFCO appreciates the opportunity to provide input to the CALAFCO Board on this important topic. Written comments were provided in order to ensure our Commission's thoughts were received rather than only participating orally at the Conference.

Member Input on Regional Structure for CALAFCO

Member LAFCo: Monterey

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



- San Mateo
- Santa Cruz
- Monterey
- San Luis Obispo
- Santa Barbara
- Ventura
- Santa Clara
- San Benito

Suggestion:

8-county region
of Central Coast
counties plus Santa
Clara + San Benito.

We are open to continuing the dialogue. We want all LAFCos to feel included. We are also open to a larger coastal region to include please return to Bill Chiat or SR Jones

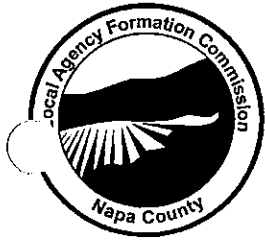
by Simon Salinas

Kate McKenna

but please see over

** Barbara Howard, Alpine LAFCO, has suggested a CALAFCO bylaws change that would allow Proxy Voting for LAFCOs unable to attend the annual conference ~~in person~~ but that would like to participate in elections and other CALAFCO business. Perhaps this would be another way to increase participation in CALAFCO.

Thank you.



Local Agency Formation Commission
LAFCO of Napa County

1700 Second Street, Suite 268
Napa, California 94559
Telephone: (707) 259-8645
Facsimile: (707) 251-1053
<http://napa.lafco.ca.gov>

October 7, 2009

DELIVERED BY ELECTRONIC E-MAIL

Mr. William Chiat, Executive Director
California Association of Local Agency Formation Commissions (CALAFCO)
1215 K Street, Suite 1650
Sacramento, California 95814
wchiat@calafco.org

SUBJECT: Opposition to Draft Proposal Establishing Geographic Regions

Dear Bill:

The Local Agency Formation Commission of Napa County ("Commission") has reviewed CALAFCO's draft proposal to organize its member agencies into geographic agencies. The Commission appreciates the underlying intent of the draft proposal is to improve communication, economize resources, and more effectively address germane growth management issues among local member agencies. The Commission, however, does not support the draft proposal based on the following concerns:

- The draft proposal would likely balkanize and reorient CALAFCO to focus more on local issues rather than matters of statewide importance. This dynamic would create political divisions within CALAFCO and muddle its legislative priorities.
- The draft proposal may eventually lead to an effort to combine commissions within their CALAFCO defined geographic region given recent legislative trends to regionalize growth management in California. The Commission opposes any effort to legislatively combine commissions' duties and responsibilities.
- Staff members for the nine Bay Area commissions have established a practice of meeting on an annual basis to discuss items of mutual interests. These meetings achieve several of the intended goals associated with the draft proposal. These meetings may be expanded in the future to include commissioner participation and serve as an example of effective regional coordination without requiring CALAFCO's restructuring.

Anna Inman, Vice Chair
Councilmember, City of Napa

Lewis Chilton, Commissioner
Councilmember, Town of Yountville

Joan Bennett, Alternate Commissioner
Councilmember, City of American Canyon

Bill Dodd, Commissioner
County of Napa Supervisor, 4th District

Brad Wagenknecht, Commissioner
County of Napa Supervisor, 1st District

Mark Luce, Alternate Commissioner
County of Napa Supervisor, 2nd District

Brian J. Kelly, Chair
Representative of the General Public

Gregory Rodeno, Alternate Commissioner
Representative of the General Public

Keene Simonds
Executive Officer

Opposition to Draft Proposal Establishing Geographic Regions
October 7, 2009
Page 2 of 2

The Commission appreciates the opportunity to provide comments on the draft proposal in anticipation of its scheduled discussion at the upcoming CALAFCO Annual Conference in Yosemite calendared for October 28-30, 2009. If you have any questions, please contact Executive Officer Keene Simonds by telephone at (707) 259-8645 or by e-mail at ksimonds@napa.lafco.ca.gov.

Sincerely,

Brian J. Kelly
Chair

Prepared by:



Keene Simonds
Executive Officer

cc: Napa Commissioners
Alameda Commission
Contra Costa Commission
Marin Commission
San Francisco Commission
San Mateo Commission
Santa Clara Commission
Solano Commission
Sonoma Commission



December 14, 2009

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Representative of
General Public

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Sanitary District

JOHN WITHERS
Director
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DEREK J. MCGREGOR
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General Public

ALTERNATE
CHARLEY WILSON
Director
Santa Margarita
Water District

JOYCE CROSTHWAITE
Executive Officer

To: Bill Chiat, Executive Director
CALAFCO

FROM: Orange County LAFCO

SUBJECT: Regional Structure of LAFCOs

The Orange County LAFCO Commission discussed your request for input at our regular meeting held on December 9th. After considerable discussion, the Commission directed the Executive Officer to respond as follows:

1. *Does having a regional structure make sense for your LAFCO?*

The Commission agreed that having a regional structure would make sense and directed the staff to work toward that goal. Currently the Executive Officers and Commissioners from San Diego, Imperial, Riverside, San Bernardino, Orange and Los Angeles LAFCOs meet regularly.

The Commission noted that the San Diego, Imperial, Riverside, San Bernardino, Orange and Los Angeles LAFCOs have served as an example of effective regional coordination and directed staff to continue to expand on our current efforts.

2. *What are some of the common interests you believe you share with your neighboring LAFCOs?*

San Diego, Imperial, Riverside, San Bernardino, Orange and Los Angeles Counties share many issues resulting from the pattern of development, from service supply and demand and from transportation linkages. The geographic proximity of these counties and their shared interests have also contributed to a close working relationship among the staffs and Commissions in the past which we believe will continue to result in close coordination among these counties in the future.

3. *Which LAFCOs do you work – or would like to work – more closely with?*

Imperial, Riverside, San Bernardino, Orange and Los Angeles Counties are all part of the Southern California Association of Governments (SCAG) and are working together and with SCAG on transportation and land use issues. San Diego County has its own COG, SANDAG; however SCAG and SANDAG work together closely as do all the LAFCOs.

4. *As the Board works to establish regions, which LAFCOs would you want to see included in your region?*

San Diego, Imperial, Riverside, San Bernardino, Orange and Los Angeles LAFCOs should be in the same region.

The Orange County Commission also discussed the 2009 CALAFCO conference and expressed their dismay with the comments of some CALAFCO Board members. Orange County LAFCO has been a staunch support of CALAFCO since its inception. Beyond dues, we have contributed an enormous amount of our staff's time and Commission resources. The Orange County Commission believes these comments are not the opinion of the entire CALAFCO Board but regrets that they were made without any public disclaimers from other Board members. The Commission also noted that those types of comments only serve to divide rather than unite CALAFCO's membership.

The Orange County Commission wishes CALAFCO all the best in the coming years. However we believe that strengthening our regional association with the six LAFCOs listed above is a more valuable use of our staff and financial resources at this time. Therefore, the Orange County Commission voted unanimously not to join CALAFCO or pay dues for the 2010-2011 fiscal year.

Member Input on Regional Structure for CALAFCO

Member LAFCo: RIVERSIDE

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.





LOCAL AGENCY FORMATION COMMISSION

215 North "D" Street, Suite 204 • San Bernardino, CA 92415-0490

(909) 383-9900 • Fax (909) 383-9901

E-mail: lafco@lafco.sbcounty.gov • www.sbclafco.org

Established by the State of California to serve the Citizens, Cities, Special Districts and the County of San Bernardino

January 4, 2010

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REBECCA LOWERY
Deputy Clerk to the Commission

LEGAL COUNSEL

CLARK H. ALSOP

TO: Bill Chiat, Executive Director
California Association of LAFCOs

This letter will serve to outline the actions taken by the San Bernardino LAFCO on December 16, 2009 related to its future association with CALAFCO. The Commission, by unanimous vote, determined to limit its future participation in CALAFCO activities. In keeping with that decision it took the following actions:

1. It rescinded its prior support for hosting the 2012 CALAFCO Annual Conference;
2. It directed staff to exclude payment of the CALAFCO Annual dues for the upcoming Fiscal Year budget considerations; and,
3. It instructed me to resign from my position as a member of the Legislative Committee effective with the next meeting. This decision was conveyed to the Committee at its December 18, 2009 meeting.

San Bernardino LAFCO did not take this action lightly given its more than 40-year history of strong volunteerism and financial support for the Association. However, given the current atmosphere of division within the Association, the Commission believes the best use of our limited resources, financial as well as staff time would be in strengthening our regional relationships.

We wish CALAFCO the very best for the future.

Sincerely,

KATHLEEN ROLLINGS-McDONALD
Executive Officer

Member Input on Regional Structure for CALAFCO

Member LAFCo: San Bernardino

Which LAFCOs would you want to see included in a region with you? Please highlight those LAFCOs on the map below.



Please return to Bill Chiat or SR Jones

Member Input on Regional Structure for CALAFCO

Member LAFCo: San Joaquin LAFCo

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



Look up CSAL System
of regionalism.
Yes/No - Reorganization
Regionalized -

"If it is going to serve us"
that statement is an example of
why we need regionalism.

I am sorry for marking / note taking on this paper.

San Joaquin Delta will support in concept the
reorganization of California into regions.

San Joaquin Delta will send a letter of
support under separate cover to identify the
counties that we feel we would work best with

Thank You,

Kusky Layles

St Delta
Mayor of Lethrop

**SAN JOAQUIN
LOCAL AGENCY FORMATION COMMISSION**

LAFCo

509 W. WEBER AVENUE SUITE 420 □ STOCKTON, CA 95203

CHAIR

STEVEN NILSSEN
PUBLIC MEMBER

December 14, 2009

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RIPON CITY COUNCIL

EXECUTIVE OFFICER

JAMES E. GLASER

COUNSEL

MICHAEL F. MCGREW

ANALYST

ELIZABETH CONTRERAS

COMMISSION CLERK

LINDA LUND

William Chiat
Executive Director
California Association of Local Agency Formation Commission
1215 K Street, Suite 1650
Sacramento, CA 95814

Dear Mr. Chiat:

At the December 11, 2009 meeting of the San Joaquin Local Agency Formation Commission, discussion ensued regarding the proposal to establish a regional structure for CALAFCO. Overall, the Commission expressed conceptual concurrence with the proposal.

The Commission, however, was cautious to embrace the proposal in its entirety. As you may be aware San Joaquin County is presently dealing with many issues (i.e., water, levees, the Delta, prisons, air quality, growth management, climate change, and transportation) which have become politically sensitive and have evolved to a point where other organizations are attempting to influence the outcome of local issues. The Commissioners felt that these organizations do not always adequately consult or otherwise obtain input from those representing San Joaquin County. The Commission does not want the establishment of regional structures within CALAFCO to dilute local authority.

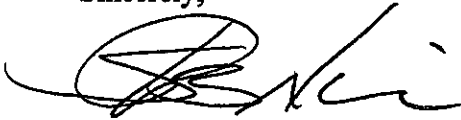
The Commission does believe that improved communication and increased involvement among Commissioners would be beneficial. The Commission also felt that the responsibility of LAFCo will become stronger in the future and will serve an important role in addressing many of these upcoming issues. The Commission would participate in regional meetings.

The Commission spent considerable time on the issue of an appropriate region and came to the conclusion that any boundary must be issue driven and that one boundary would not serve the interest of San Joaquin County. For

example, issues concerning the Delta must include the counties affected by those decisions (Contra Costa, Solano, Yolo, and Sacramento). Issues regarding employment, water, and transportation might include Bay Area counties. Likewise, issues regarding agriculture might be best served by the boundaries of the San Joaquin Valley Blueprint (Fresno, Kern, Kings, Madera, Merced, Stanislaus, and Tulare). San Joaquin County's legislative districts are also aligned to the north. As difficult as it might be to establish clearly defined regions, the Commission was adamant that any boundary needs to be flexible enough to be tailored to the individual issue.

On behalf of the San Joaquin LAFCo, we wish to express our appreciation for the opportunity to comment on this issue. Please do not hesitate to contact us should have any questions or wish further clarification of our concerns.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Nilssen', written over a circular stamp or seal.

Steven B. Nilssen
Chairman



LOCAL AGENCY FORMATION COMMISSION

455 COUNTY CENTER, 2ND FLOOR • REDWOOD CITY, CA 94063-1663 • PHONE (650) 363-4224 • FAX (650) 363-4849

December 16, 2009

William B. Chiat, Executive Director
California Association of Local Agency
Formation Commissions (CALAFCo)
1215 K Street, Suite 1650
Sacramento, CA 95814

Subject: Proposed CALAFCo Regional Structure

Dear Mr. Chiat:

At today's LAFCo meeting the Commission considered your request for input on the proposed regional structure for CALAFCo. As you may be aware, staff of San Mateo LAFCo and other LAFCos in counties that are members of the Association of Bay Area governments (ABAG), regularly meet to discuss regional issues such as Regional Housing Needs Allocation and most recently SB375 and regional transportation plans.

While the Commission encourages other LAFCos to participate in similar regional collaboration, the Commission noted that CALAFCo operates well in providing services and representation to individual LAFCos and the Commission does not see a benefit to reorganizing the Association to formally create regions.

In discussing potential regions for San Mateo LAFCo, the Commission concluded however, that if the CALAFCo members determine that the Association is to be reorganized into regions, the Commission prefers to be included in a region comprised of the nine bay area counties (ABAG) or a variation that might also include a limited number of other neighboring LAFCos with common issues.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martha Poyatos', written over a horizontal line.

Martha Poyatos
Executive Officer

C: Commissioners
Bay Area LAFCos



January 5, 2009

Bill Chiat, Executive Director
CALAFCO
1215 K Street, Suite 1650
Sacramento, CA 95814

Subject: Santa Clara LAFCO's Comments on the Proposed CALAFCO
Regional Structure

Dear Bill:

At its meeting in December 2009, our commission considered CALAFCO's proposal for establishing regions and voted unanimously to support it as a means for building better communication and working relationships amongst regional LAFCO staff and commissioners and as a way to channel the unique interests of the region / regional perspective to CALAFCO and the legislature.

Our LAFCO staff meets regularly with staff from the 9-county Bay Area LAFCOs to discuss issues including those relating to Regional Housing Needs Allocation, SB 375 agricultural / open space preservation, growth, land use patterns etc. The upcoming implementation of SB 375 will only mean that we will be working very closely with these LAFCOs and ABAG. In addition to the 9-county Bay Area region, we have regular interactions with Santa Cruz and San Benito counties on topics such as agricultural / open space preservation, water quality, flood protection, watershed issues, fire protection, and land use among others. Also, some of the special districts providing services in our county have boundaries that extend into these neighboring counties. Because of our shared ties with ABAG and these other mutual interests, our commission prefers to be included in a region consisting of the nine Bay Area counties plus Santa Cruz and San Benito counties. Thank you.

Sincerely,

Neelima Palacherla
LAFCO Executive Officer

CC: LAFCO commissioners

DENNIS J. DALEIDEN

Consulting Civil Engineer
(Retired)

6438 Rodriguez Place, Weed, CA 96094
Tel (530) 938-4388 Fax (530) 938-4483
Cell (707-953-3491 e-mail: ddaleiden@msn.com

December 9, 2009

calafcoA001.docx

Mr. Roger Anderson, Board Chair
CALAFCO
1215 K Street, Suite 1615
Sacramento, CA 95814

RE: The Sphere Article – October, 2009
,What about Changes in CALAFCO Organization,

Dear Mr. Anderson:

I read with great interest your above article relating to the further regionalization of the current County LAFCO organizations. Unfortunately, based upon where I reside, there is a great distrust in this approach and probably not the best way of serving our local public.

As an at large member of the Siskiyou County LAFCO, but writing this message as an individual, you might consider some of the following, which not only would affect our county communities in the far north, but many of the other smaller County LAFCOs in other parts of the State.

Siskiyou County is quite isolated and is a very long, difficult driving distance from Modoc, Del Norte, Trinity and Humboldt Counties. Our County has a much smaller population than Shasta County to the south, which has its' mini-metro area in Redding.

Our needs are significantly less than other more southerly counties in the State. We have nine (9) very small cities, a few moderate-sized CSDs, coupled with a very heavy unemployment/ welfare population. We also have a significant senior population, with an emphasis of many multi-generational families.

Although our Board of Supervisors and communities are both seeking and open to increasing our employment status, long-range projections for significantly improving our job-center basis are slim at-best.

Recently enacted State Legislation and the ever-popping up regulations have taken away almost all of our lumber industry jobs, sacrificing our long-term existing Klamath River benefits and severely impacting our agricultural businesses.

December 9, 2009
Mr. Anderson, CALAFCO
Re: Regionalization

page 2 of 2

More government by out-siders, and its impending controls, is not what would be considered helpful to our communities. Just the opposite, as we would feel like

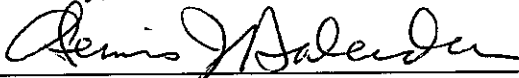
we were being taken over by the outsiders. We have very little in common with the densest County in this North State area, Shasta. Siskiyou County may actually have more in common with the southern portion of Oregon than with the State of California.

If you, your Board and the State Organization may think that regionalization amongst very dense counties in the Bay and South State areas may be better, then this may be the proper direction for those counties to merge and regionalize. Please do not include Siskiyou County within this proposal.

We love our remoteness, natural and unique beauty, bountiful recreational opportunities and a relaxed life-style. The consistent attitudes of the communities in this County have frequently voiced their opinion, 'that less government is better government'. We are, however, interested in sharing beneficial information with other areas, as we can all learn from others.

I can only request that you recognize and consider our shortcomings and leave Siskiyou County out of this proposed regionalization approach for the future.

Sincerely,



Dennis J. Daleiden, P.E.

Cc: Mr. Greg Plucker,
Executive Officer
Siskiyou County LAFCO

From: Doug Libby (DLibby@co.sutter.ca.us)
To: Bill Chiat
Date: Tue, October 27, 2009 11:22:07 AM
Subject: CALAFCO's Regional Structure Proposal

Hi Bill,

I forgot to mention in my last email that at our meeting last week, Sutter LAFCO expressed support for and believed a regional forum would be of benefit. The Commission would only express a desire to be associated with its neighboring LAFCOs (Butte , Colusa, Yuba, Yolo, Placer and Sacramento) in a regional forum. It was staff's recommendation that Sutter be organized with those adjoining LAFCOs having the most potential growth that could affect our area (Yuba, Placer and Sacramento).

Please let me know if I can provide you with any additional information.

Sincerely,
Doug



Doug Libby, AICP
Principal Planner
Sutter County Community Services
Sutter LAFCO
1130 Civic Center Blvd., Suite A
Yuba City CA 95993
(530)822-7400
(530)822-7109 (fax)
dglibby@co.sutter.ca.us
www.suttercounty.org

Member Input on Regional Structure for CALAFCO

Member LAFCo: TUOLUMNE

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



Please return to Bill Chiat or SR Jones

LAFCO

*Yolo County Local Agency Formation Commission
625 Court Street, Suite 107, Woodland, CA 95695
530.666.8048 (office) 530.662.7383 (fax)
lafco@yolocounty.org (email) www.yololafco.org (web)*

December 30, 2009

Roger Anderson
Chair
CALAFCO Board of Directors
1215 K Street, Suite 1650
Sacramento, CA 95814

Dear Mr. Anderson,

Our Commission received and considered the CALAFCO Memorandum regarding "Comments on Proposed CALAFCO Regions" at its December 12, 2009 meeting. Yolo County LAFCO provided comments on the proposed regions at the CALAFCO Annual Business meeting on October 29, 2009 at Tenaya Lodge; however, the Commission would like to submit additional input on this issue.

Yolo LAFCO believes the existing CALAFCO representation structure is working well and that separate regions may not increase or improve communication opportunities. The current proposal identifies regions based on geography, rather than issues. We don't often have the same issues as our neighboring counterparts, but nothing prevents us from meeting if we do. Additionally, there are many other regional organizations such as the Sacramento Area Council of Governments (SACOG) and the Air Resources Board that provide a forum for different organizations and agencies to evaluate new information and to discuss particular issues of concern. In some cases, we have more issues in common with geographically distant counties, and technology such as email and phone conferencing has enabled LAFCOs across the state to communicate with each other in an efficient and effective way. Organizing LAFCOs into regions appears to add an unnecessary layer of cost and bureaucracy to an already effective functioning system.

If representation on the CALAFCO Board of Directors is an issue, Yolo LAFCO prefers to address that matter directly. The Commission is in favor of discussing voting options that will

COMMISSIONERS

★ Public Member Olin Woods, Chair ★

★ County Member Matt Rexroad, Vice Chair ★

★ City Members Tom McMasters-Stone, Stephen Souza ★ County Member Helen M. Thomson ★

ALTERNATE COMMISSIONERS

★ Public Member Robert Ramming ★ City Member Skip Davies ★ County Member Jim Provenza ★

STAFF

★ Executive Officer Elizabeth Castro Kemper ★ Assistant Executive Officer Elisa Carvalho ★

★ Commission Clerk Terri Tuck ★ Commission Counsel Robyn Truitt Drivon ★

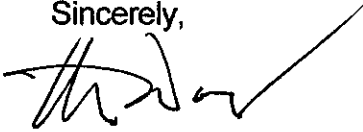
December 30, 2009

provide southern California counties greater representation on the CALAFCO Board. It is clear that north and central California counties are more numerous, giving them a greater opportunity for a seat on the Board. The southern California region has fewer counties, but a large population. The Commission is willing to review and discuss opportunities for weighted voting or guaranteed seating, based on population or other relevant factors.

Yolo County LAFCO has been satisfied with the level of communication between LAFCOs and the representation it has received through CALAFCO. It is not clear that the proposed CALAFCO regions will add a significant enough benefit to warrant the change. If concerns about Board representation provided the impetus for this change, that matter should be examined and addressed separately. The Commission is willing to review any other potential problems with representation and work toward a reasonable and effective solution.

Yolo LAFCO looks forward to working with CALAFCO on these and other issues. Please contact us if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Olin Woods", with a long, sweeping flourish extending to the right.

Olin Woods
Chair

Member Input on Regional Structure for CALAFCO

Member LAFCo: Yolo

Which LAFCos would you want to see included in a region with you? Please highlight those LAFCos on the map below.



if alignment by issues:

Ag issues:
 yolo
 napa
 solano
 Sutter / yuba

Open Space
 napa
 solano
 yolo

SACOG region boundaries
 Sacramento, yolo, yuba
 Sutter, El Dorado, Placer

Arid district boundaries
 solano
 yolo

CSAC: Sections into
 rural
 suburban
 urban

then governance / board representation
 evolved into

board membership
open selection / election

concern re resources (staffing)
 at this time of expanding responsibilities.

Please return to Bill Chiat or SR Jones

Can use internet to educate LAFCO members. Staff already have interaction

Electronic LAFCo Comments on Regional Proposal

Kern LAFCo

At our October meeting Kern LAFCo discussed the issue of a regional structure. The consensus was that regional structure could be beneficial. It is our Commission's hope that a regional structure would encourage trainings/seminars that focus on issues that are common to our particular region (ag preservation, development in counties, cities that have no where to grow other than ag land) and that those trainings/seminars would be LAFCo specific.

Rebecca Moore, Executive Officer
Kern LAFCo

Sacramento LAFCo

Our Commission considered the Board realignment idea at the regular meeting of 12/2/09. The pleasure of the Comm. was to convene a sub-committee to further distill the variables of the proposal. The subcommittee will report out at the next regular meeting - 2/3/10, at which time the Comm. will offer a position, to be forwarded to CALAFCo. I recognize that this will be after the requested 1/8/10 response date. It is respectfully requested that the comments be accepted when available in early February. Kindly share this information with your Board. Thank you for assistance in this matter. Regards,

Don Lockhart, AICP, Assistant Executive Officer
Sacramento LAFCo

Mendocino LAFCo

I provided all the information that you emailed regarding regional meetings in the Commission's packet for the December meeting. After review and discussion, it was the unanimous decision of the Commission that they were not interested in a regional meeting process.

Some of the discussion reasons were as follows (no particular order):

- 1) The commissioners thought that they had enough meetings to attend and were not interested in additional meetings; keeping in mind that all but two are volunteers (we do not provide compensation for commissioners to attend meetings).
- 2) Depending on location within the region that included Mendocino, these meetings would require a day's commitment or overnight, assuming that the meetings would occur in alternate locations within the region.
- 3) The Commission did not believe that the proposed regional structure that included Mendocino County reflected the general focus and orientation of this County toward the bay area (e.g. we have major water agreements with Sonoma County, water from our watershed goes to Marin County, Mendocino County is on the Golden Gate Bridge District with a voting member of the board, our airports are primarily San Francisco and Oakland, we use San Francisco as a center for cultural events, distribution centers from the bay area serve us and we shop in Sonoma County, etc.)

4) If the meetings are to be organized using LAFCO staff from various county LAFCOs, the Commission indicated that staff time for Mendocino was fully allocated and no budget existed for this effort. Additionally, if other LAFCOs were to provide the effort, then this would be unfair for Mendocino to not participate if they were to attend meetings.

5) If it was intended that CALAFCO staff would provide the organizational effort for these meeting, then the question was raised as to how CALAFCO would have those resources. Corollary comments were that if they did have those resources now, then we are overpaying for our dues and if CALAFCO intended to raise the dues to accommodate this additional task, the Commission would prefer to not do this and keep the dues as low as possible.

6) The Commission thought that both staff and the Commission had ample opportunity to network with other LAFCOs via present meeting structures (i.e. CALAFCO annual meeting and annual staff meeting) and that specific questions or issues could be attended to through present channels.

Frank McMichael, Executive Officer
Mendocino LAFCo



CALAFCO ***2009 Annual Conference***

LAFCo ***Perspectives and Priorities*** ***October 29, 2009***

Interactive Survey Results

Prepared by

Strategic Initiatives

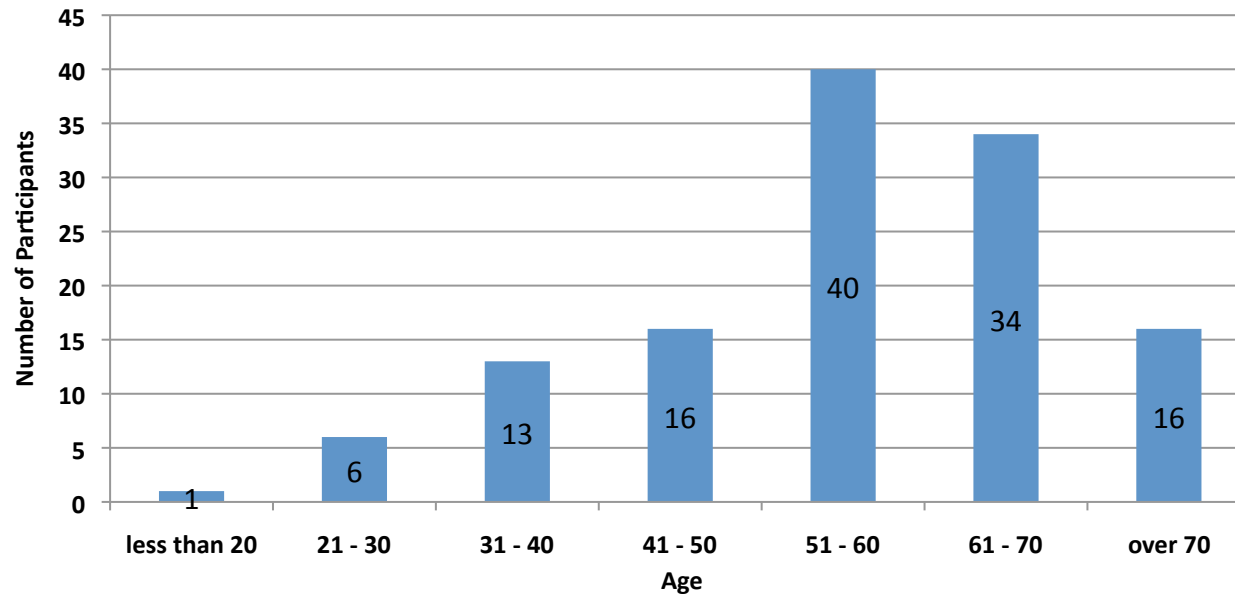
www.strategicinit.com

(805) 474-8105



Demographic Information

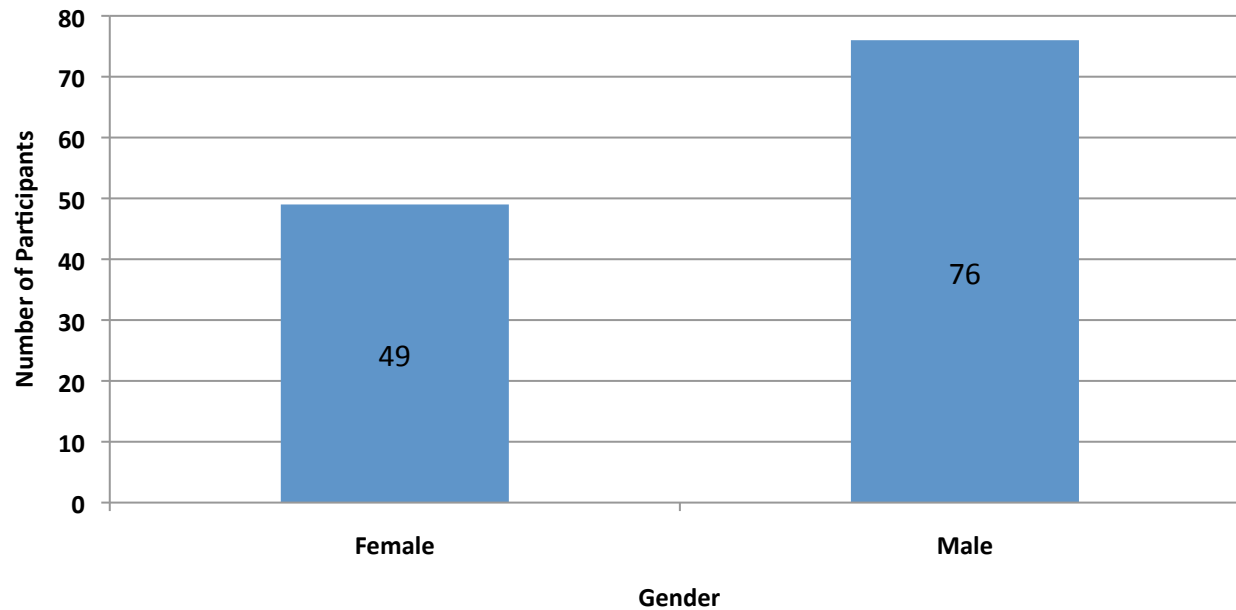
CALAFCO Participation by Age





Demographic Information

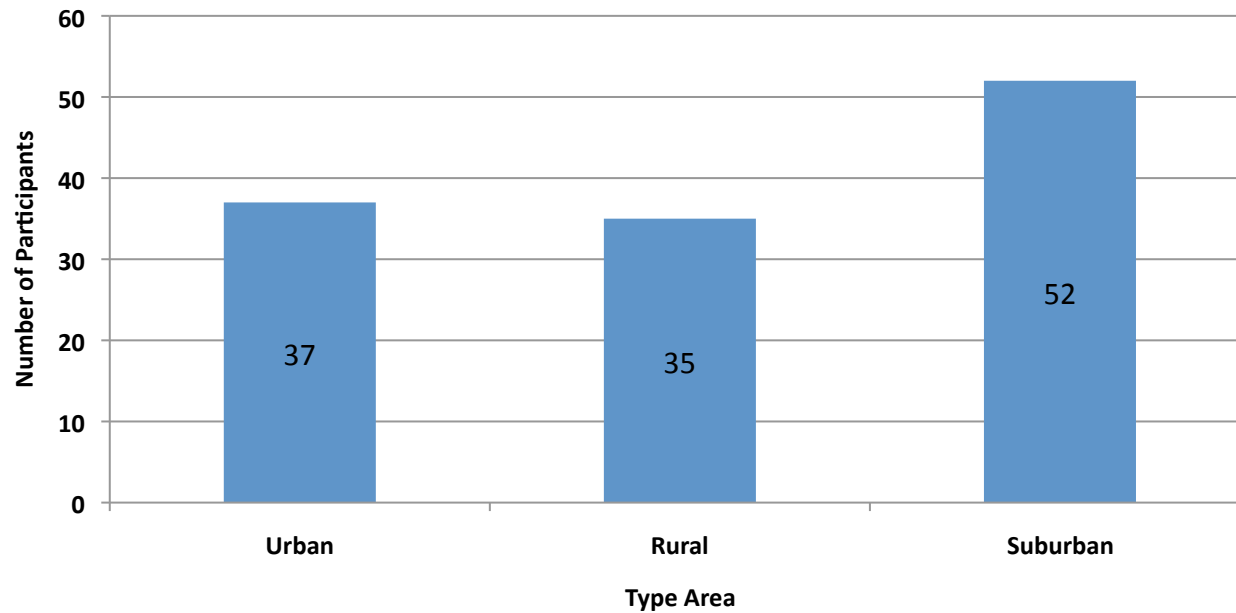
CALAFCO Participation by Gender





Demographic Information

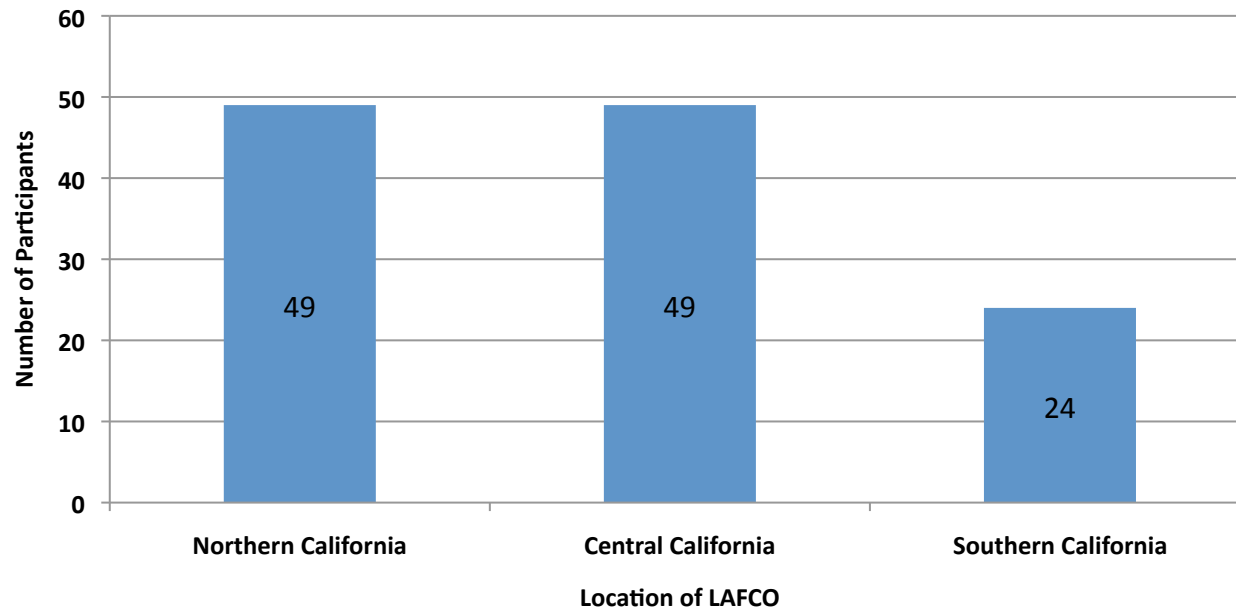
CALAFCO Participation by Type Area





Demographic Information

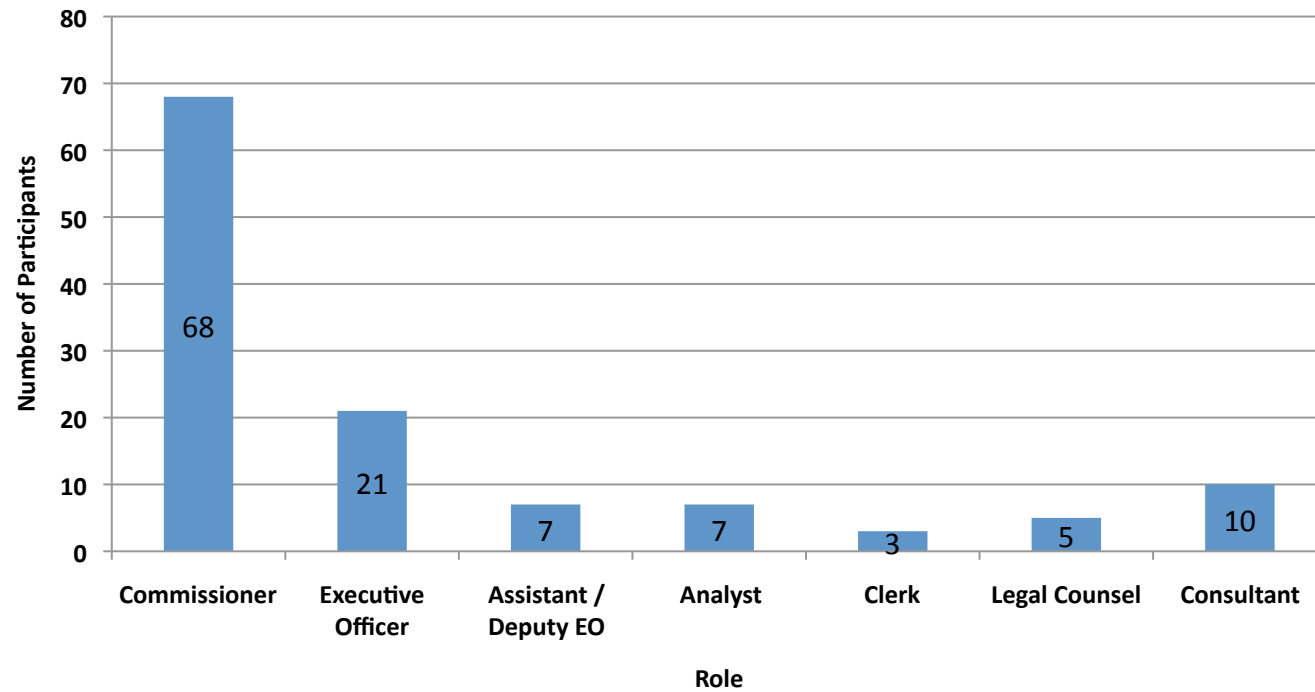
CALAFCO Participation by Location of LAFCO





Demographic Information

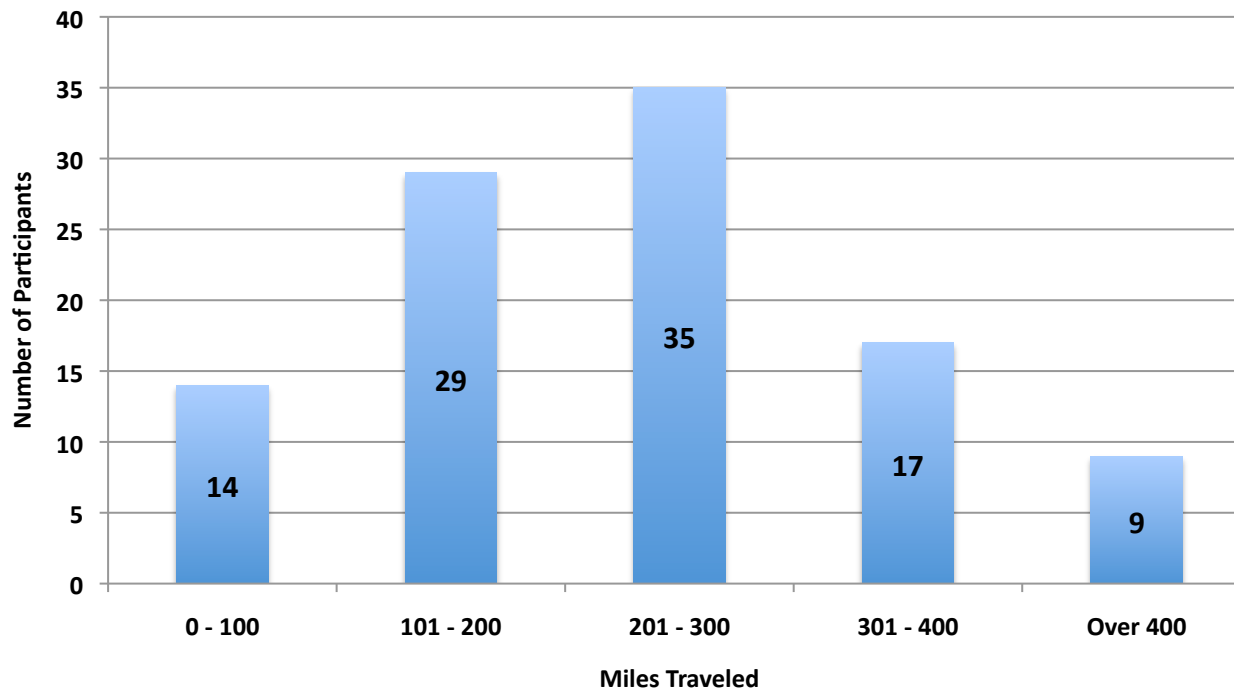
CALAFCO Participation by Role





Demographic Information

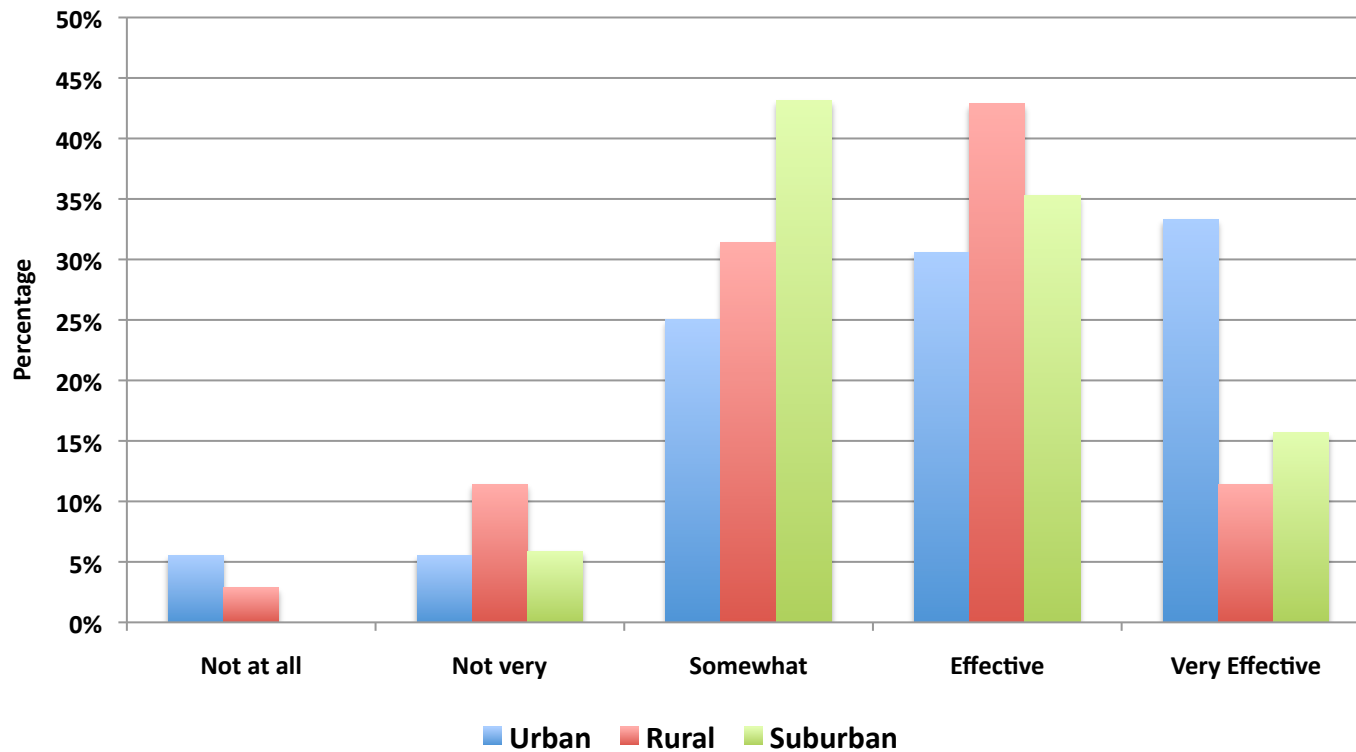
Miles Traveled to Attend Annual Meeting





LAFCO Effectiveness

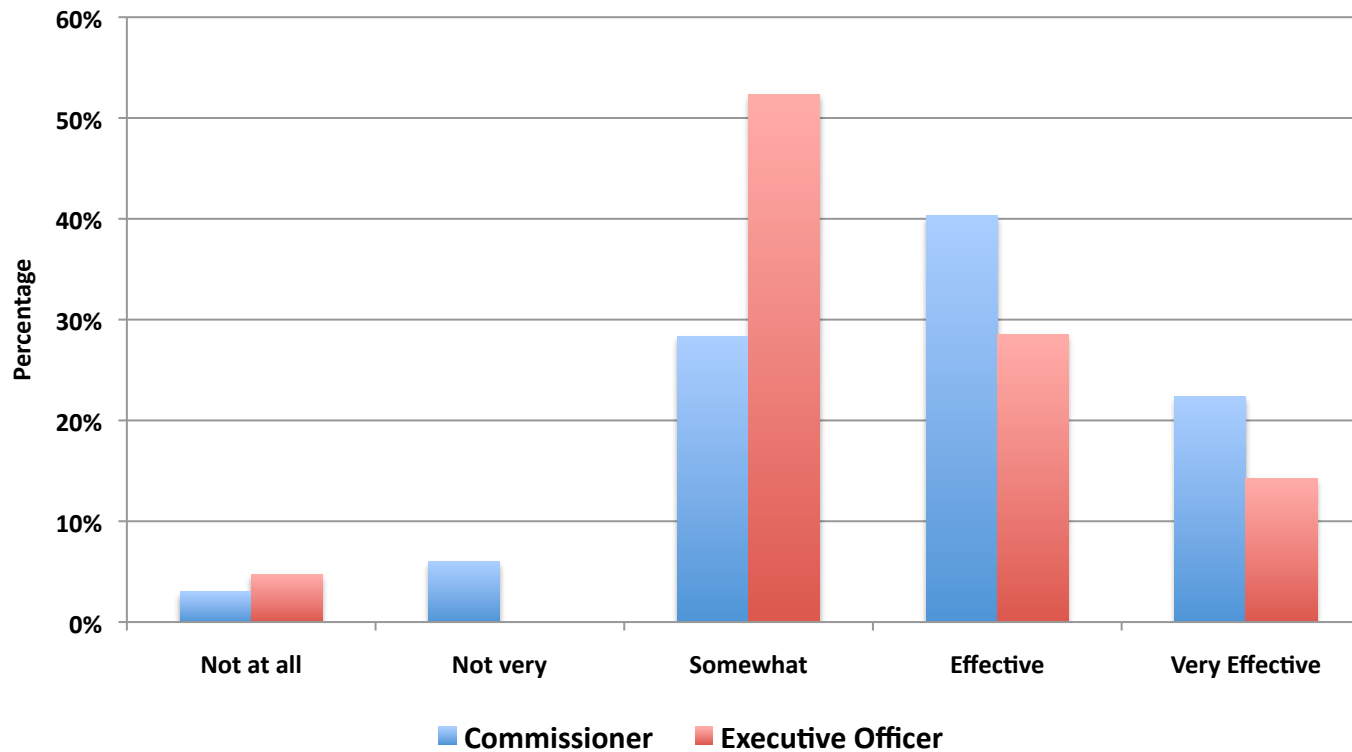
To what extent is your LAFCO discouraging urban sprawl, preserving agricultural and open space lands, and providing for orderly development?





LAFCO Effectiveness

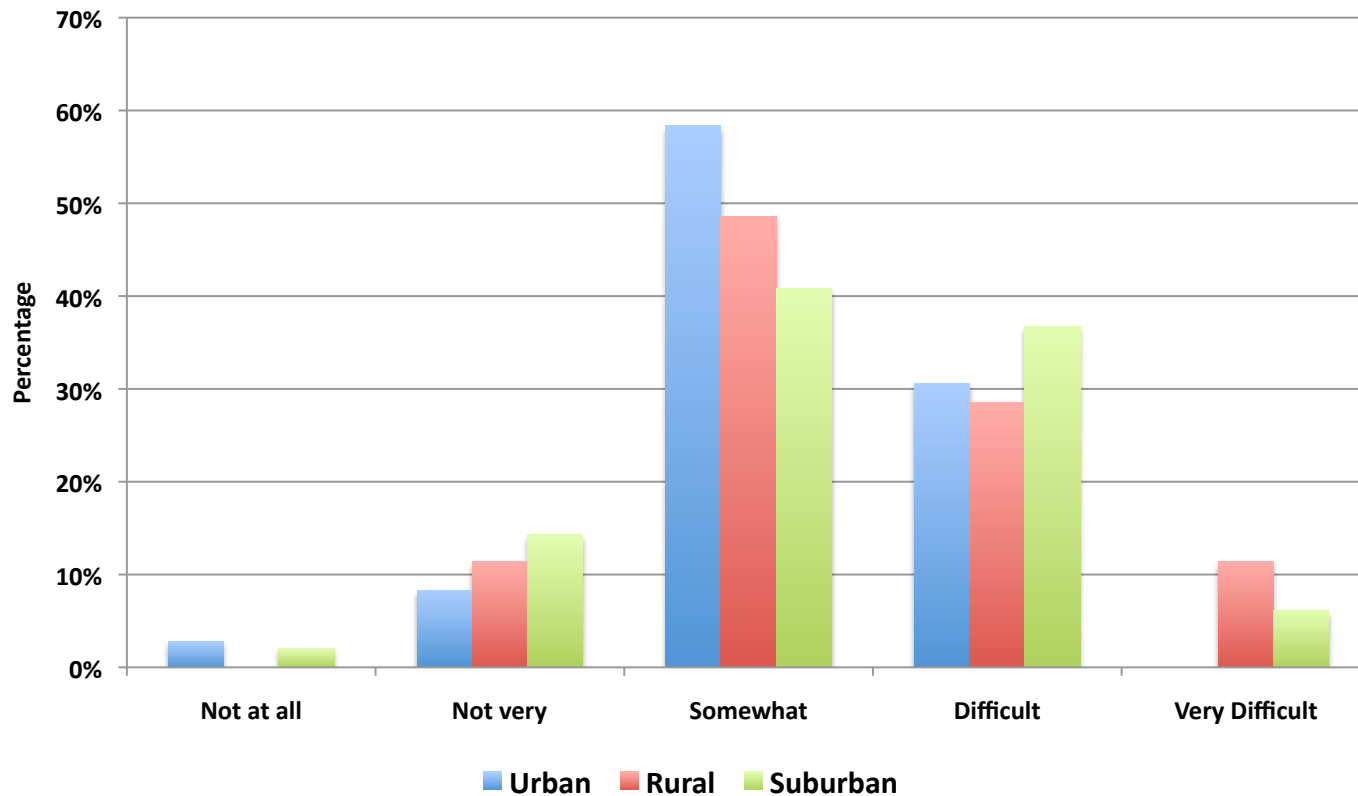
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LAFCO Effectiveness

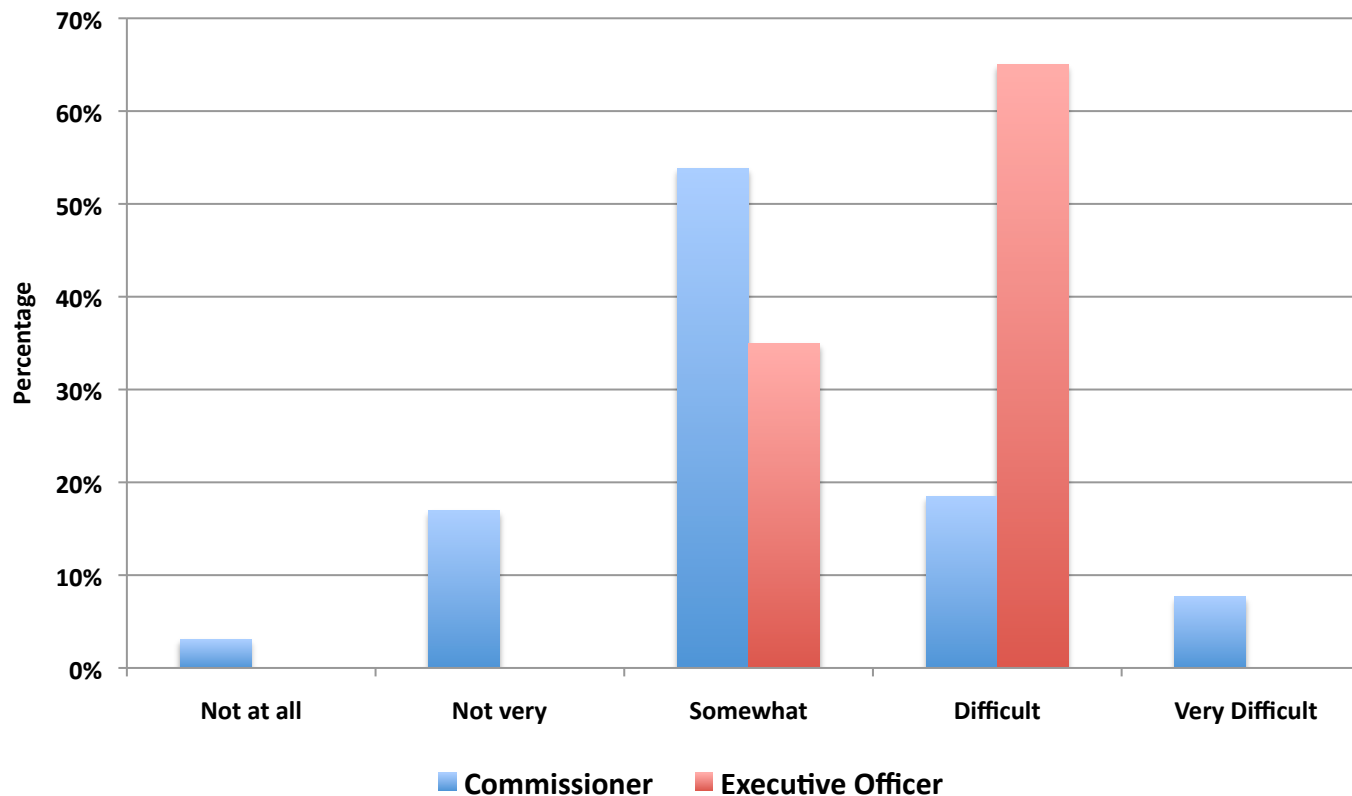
How difficult is it to achieve LAFCO's legislative purpose to discourage urban sprawl?





LAFCO Effectiveness

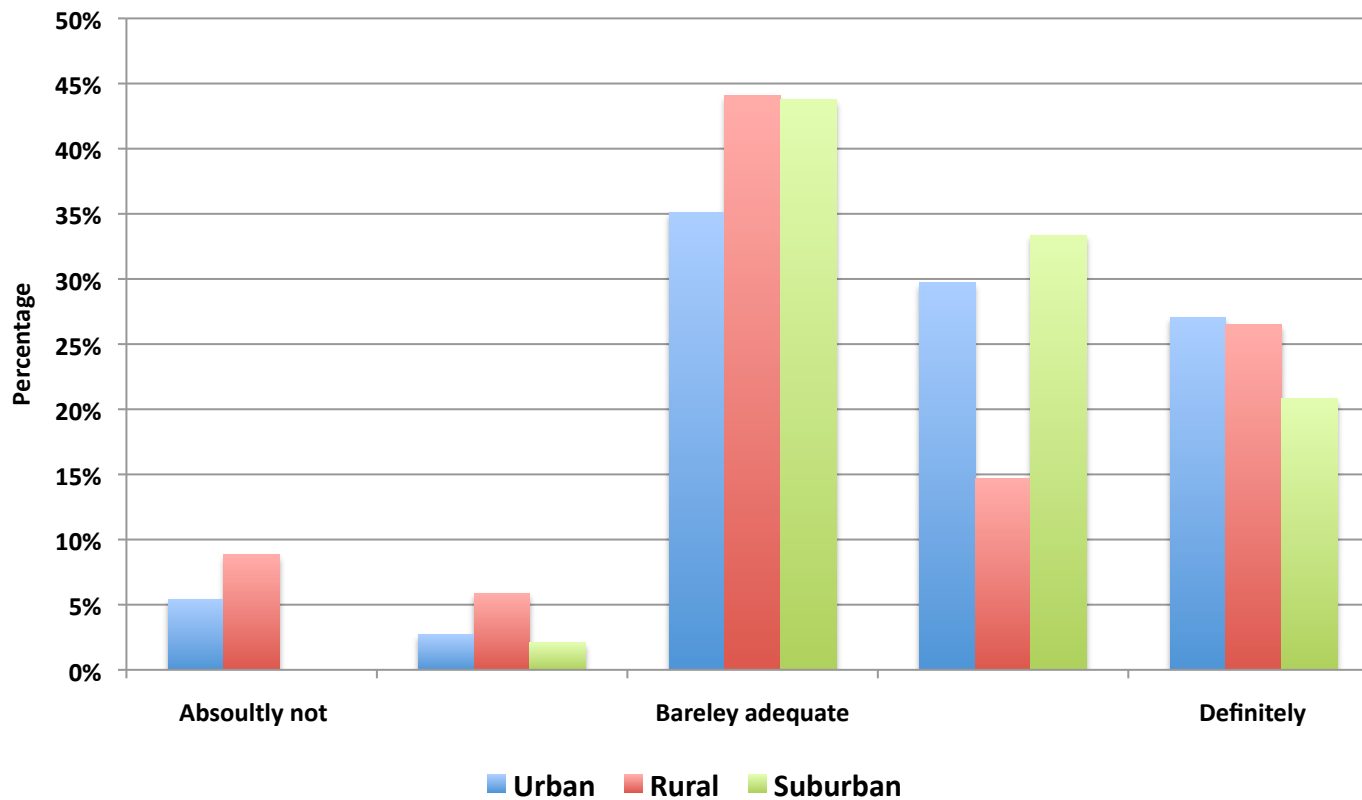
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LAFCO Effectiveness

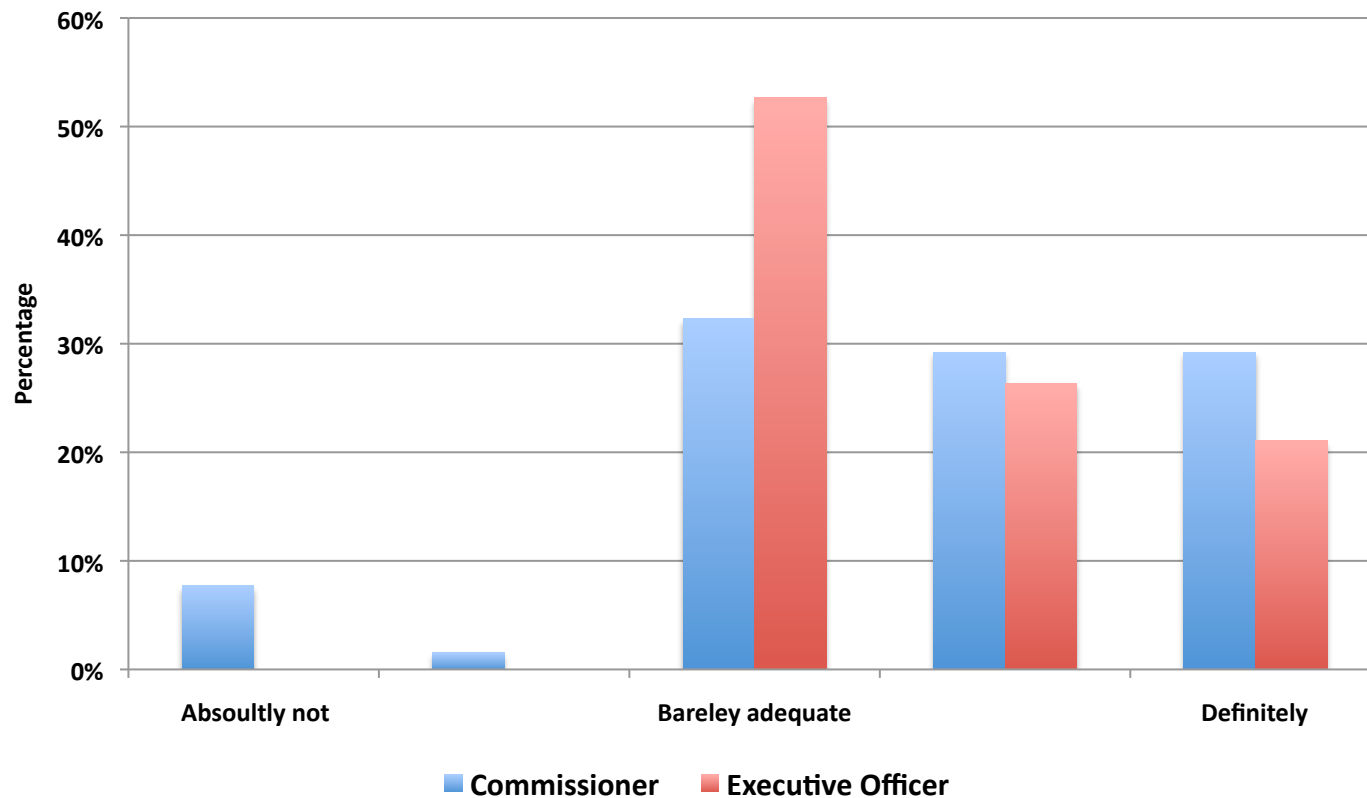
Do LAFCOs have adequate tools to accomplish its goals of preserving agricultural and open space lands?





LAFCO Effectiveness

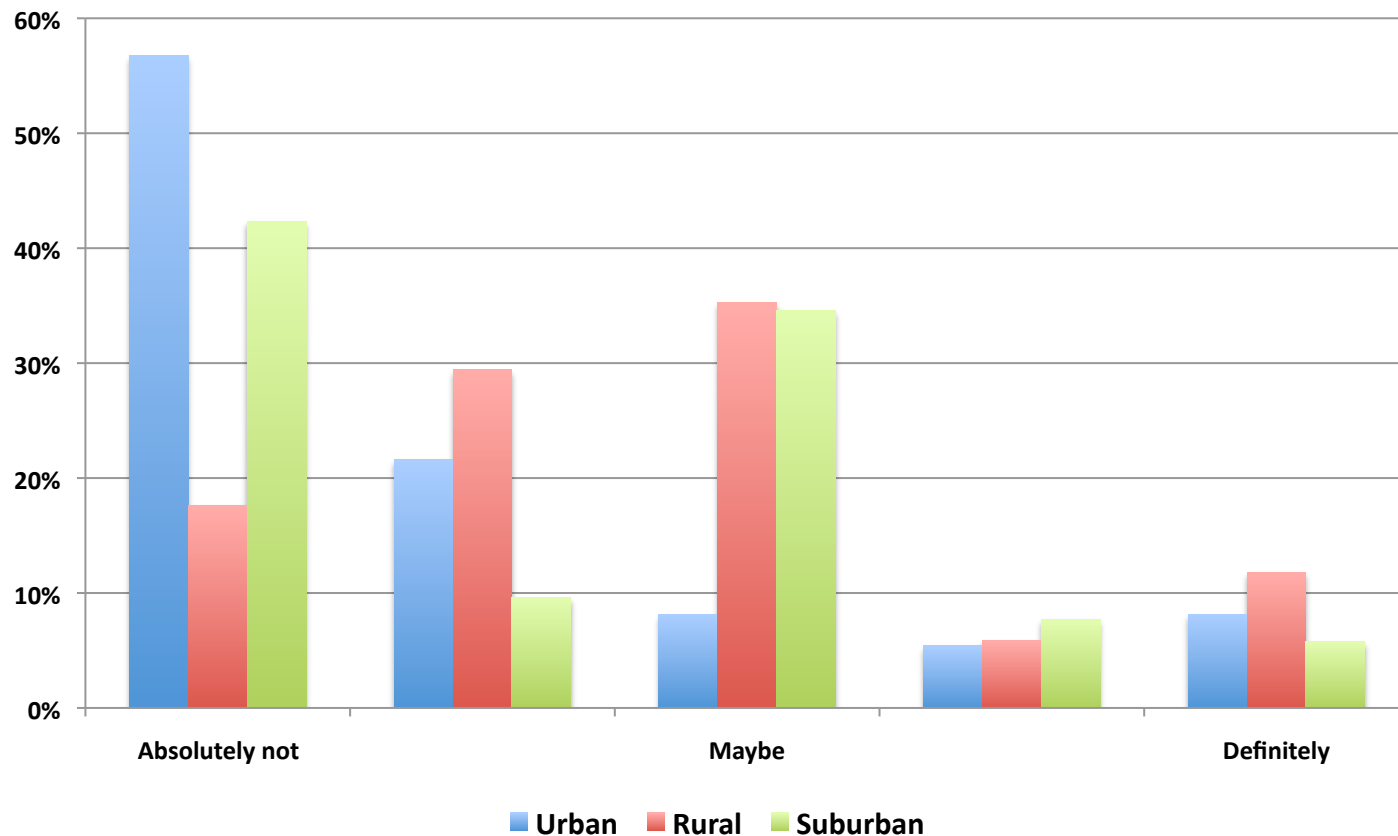
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Interagency Collaboration

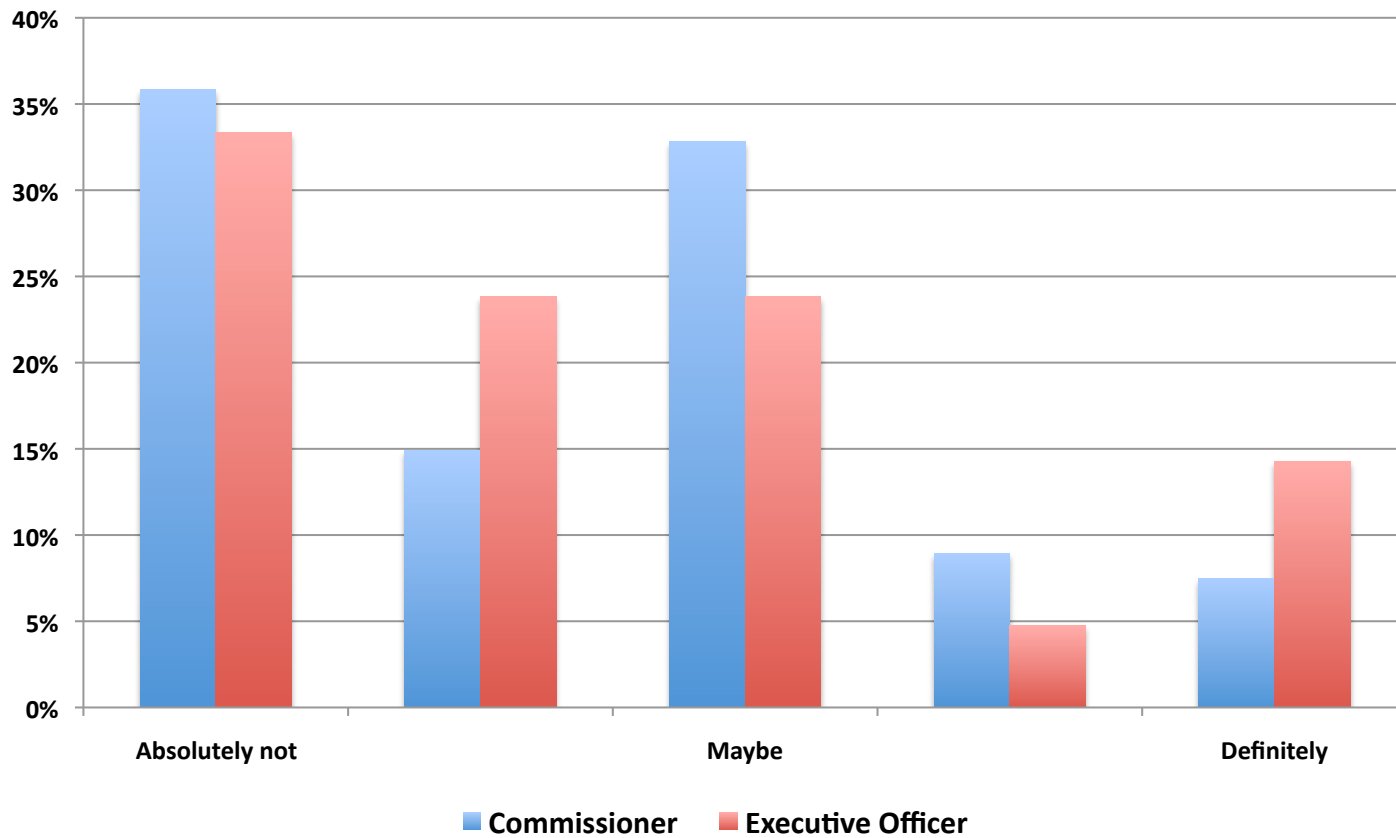
In light of SB 375, which gives COGs a larger role in regional planning, do you think LAFCO's functions will eventually be absorbed by the COGs?





Interagency Collaboration

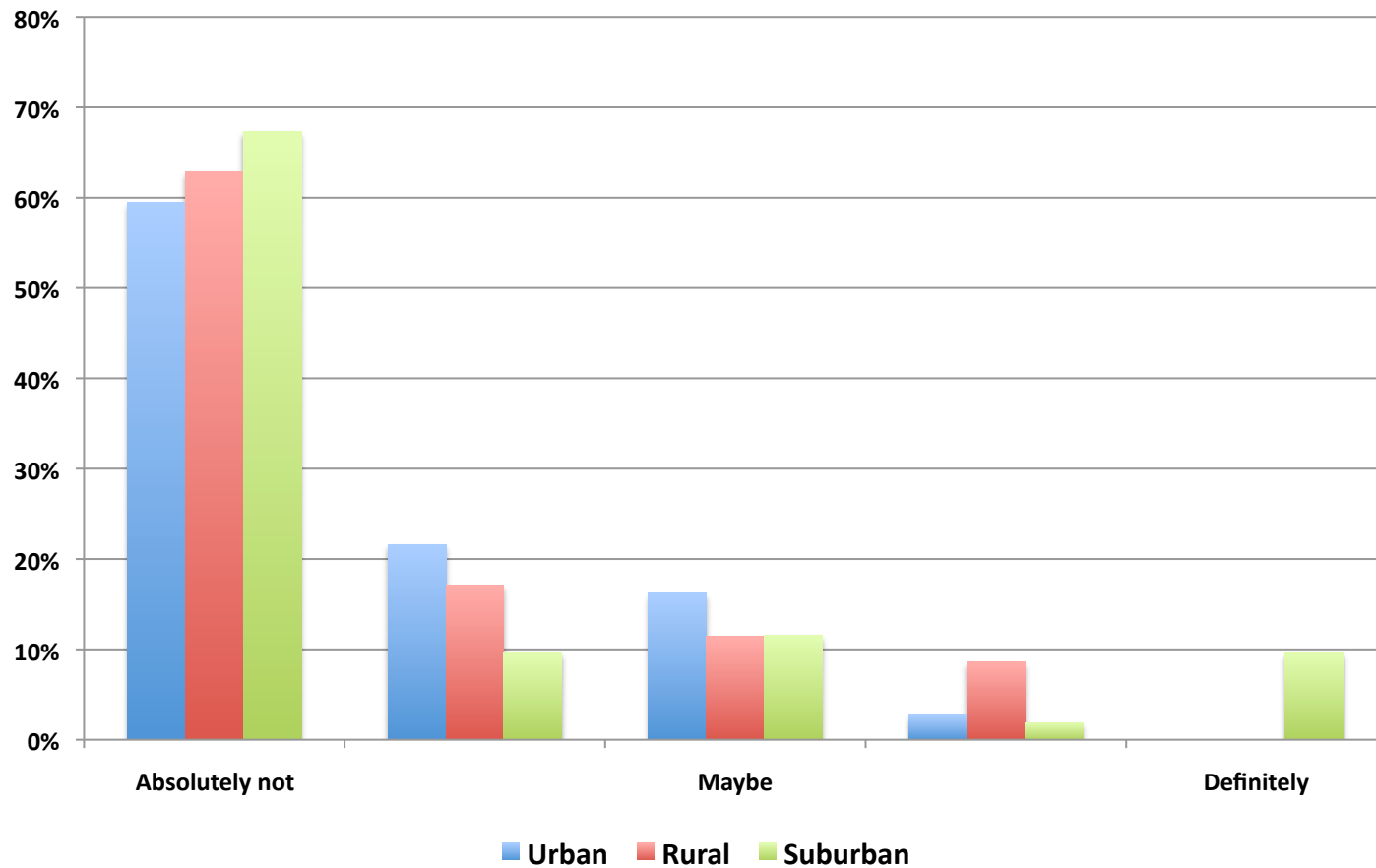
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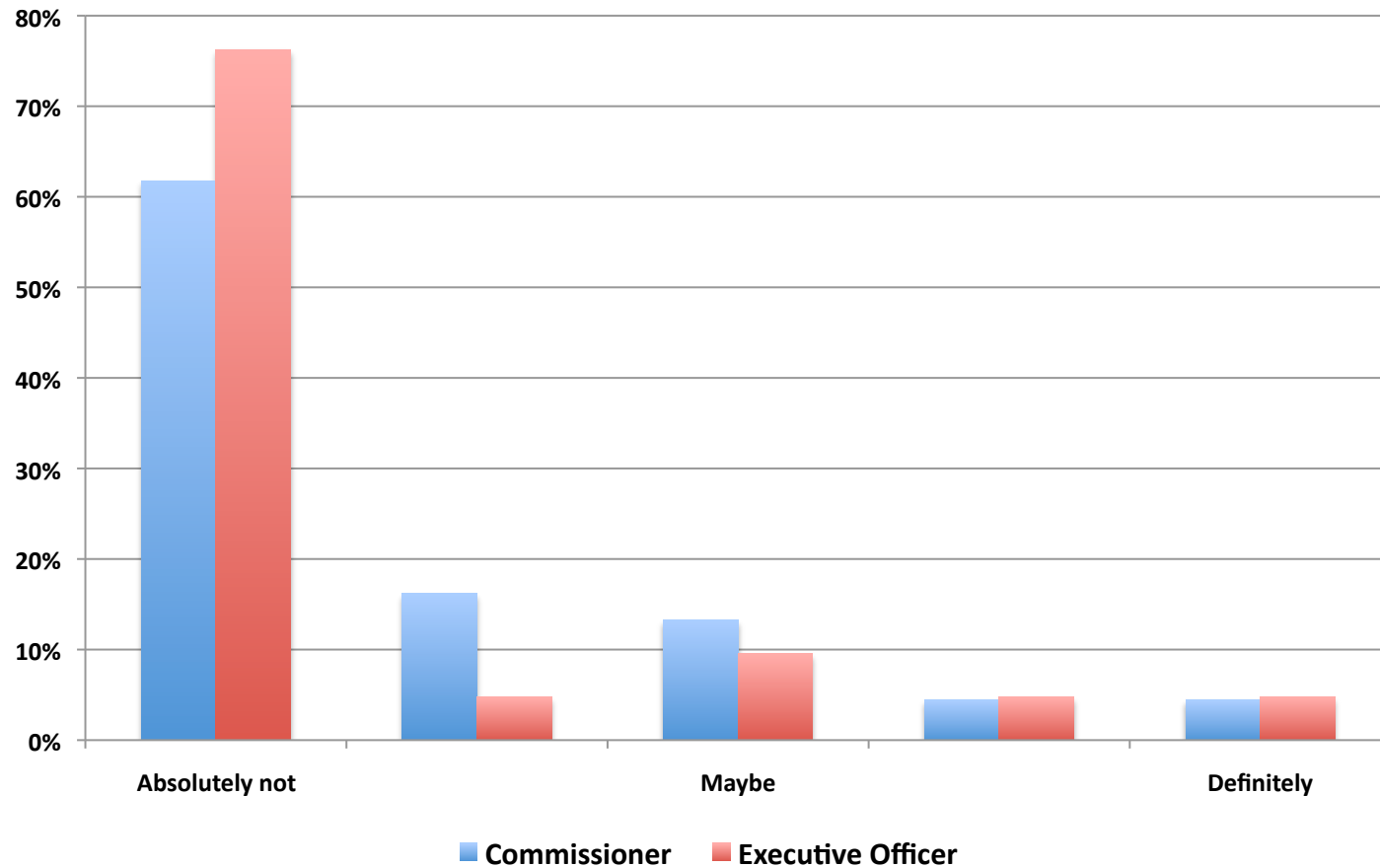
Do you think LAFCO's functions should be combined with the COGs?





Interagency Collaboration

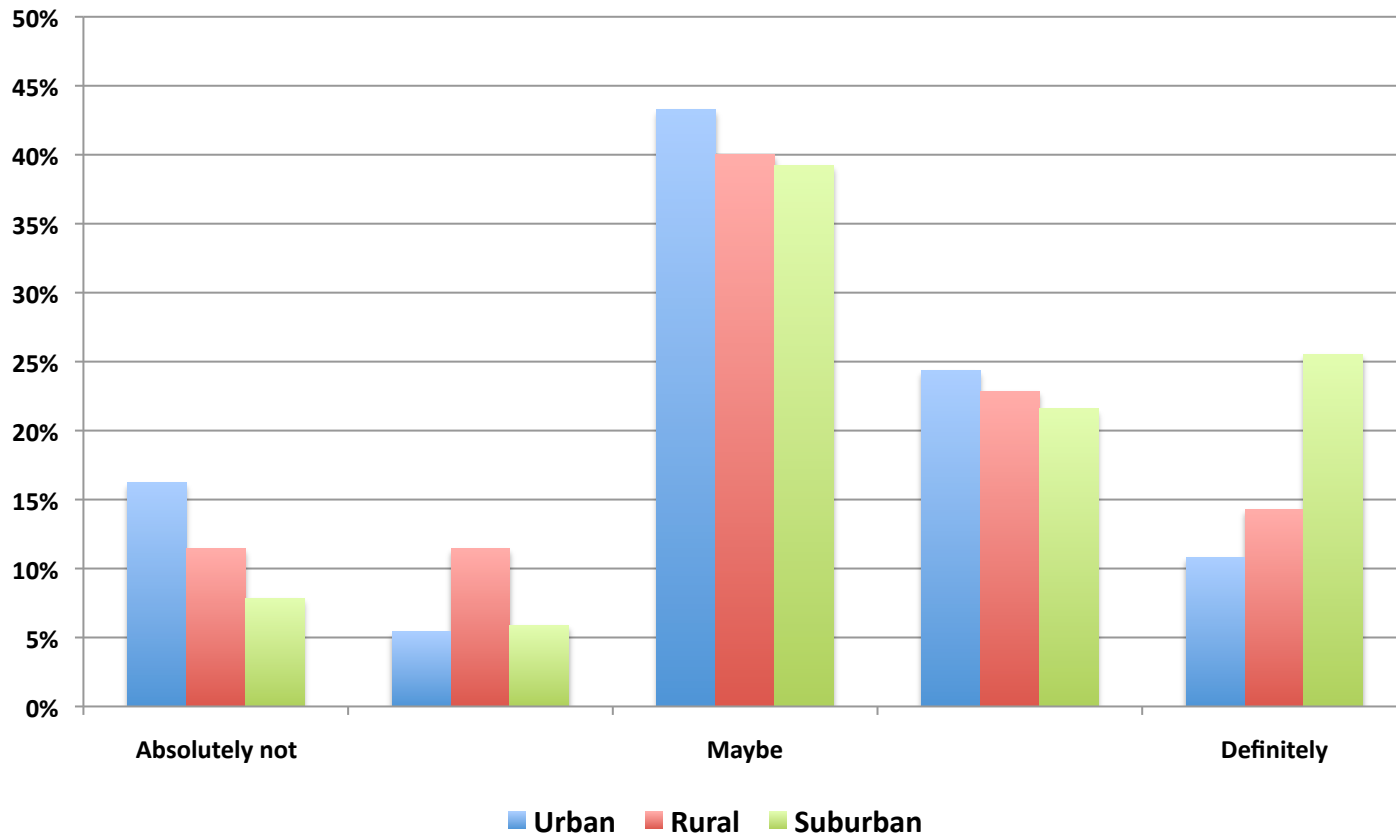
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Interagency Collaboration

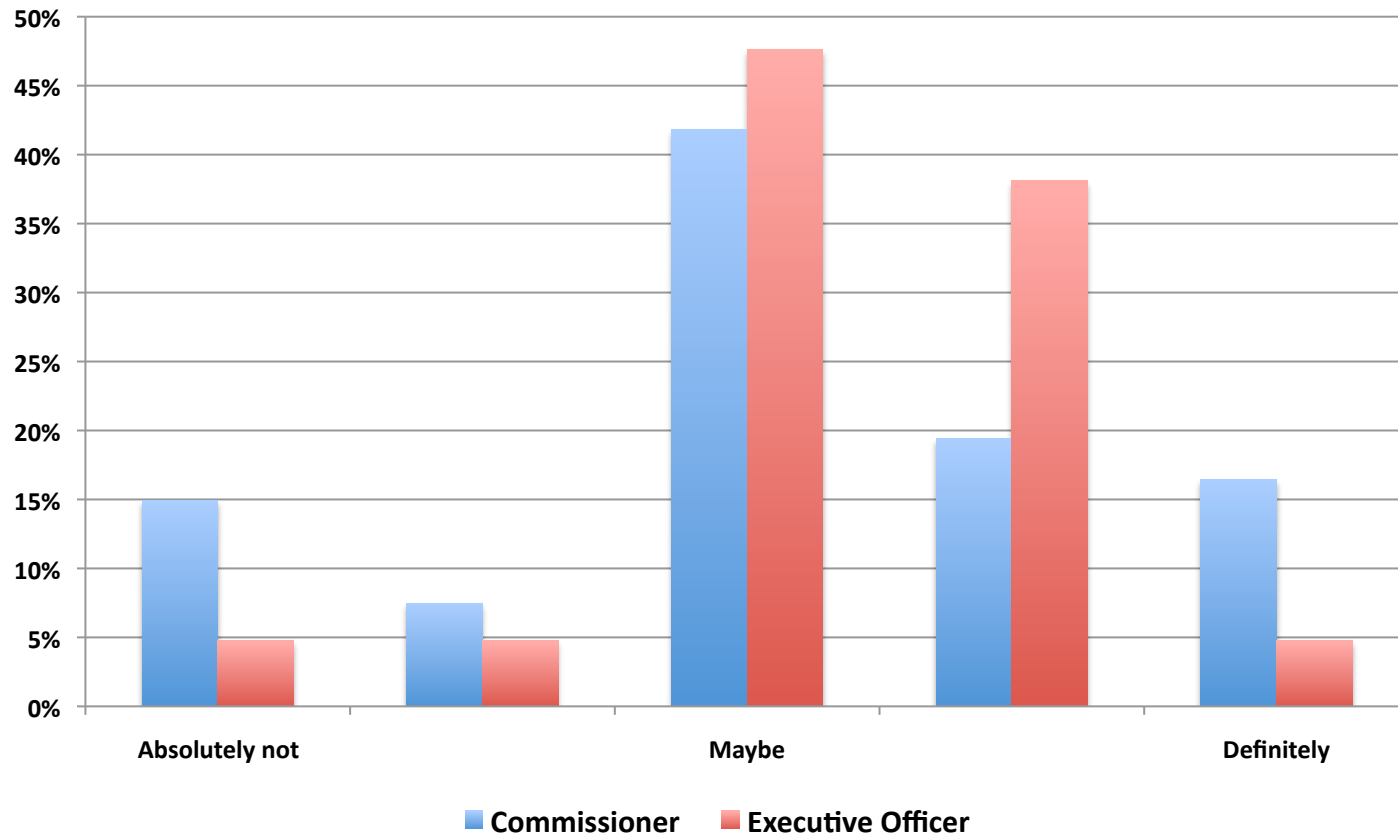
Should LAFCO's role be expanded to include a larger role in implementing Regional Plans like the Sustainable Communities Strategy?





Interagency Collaboration

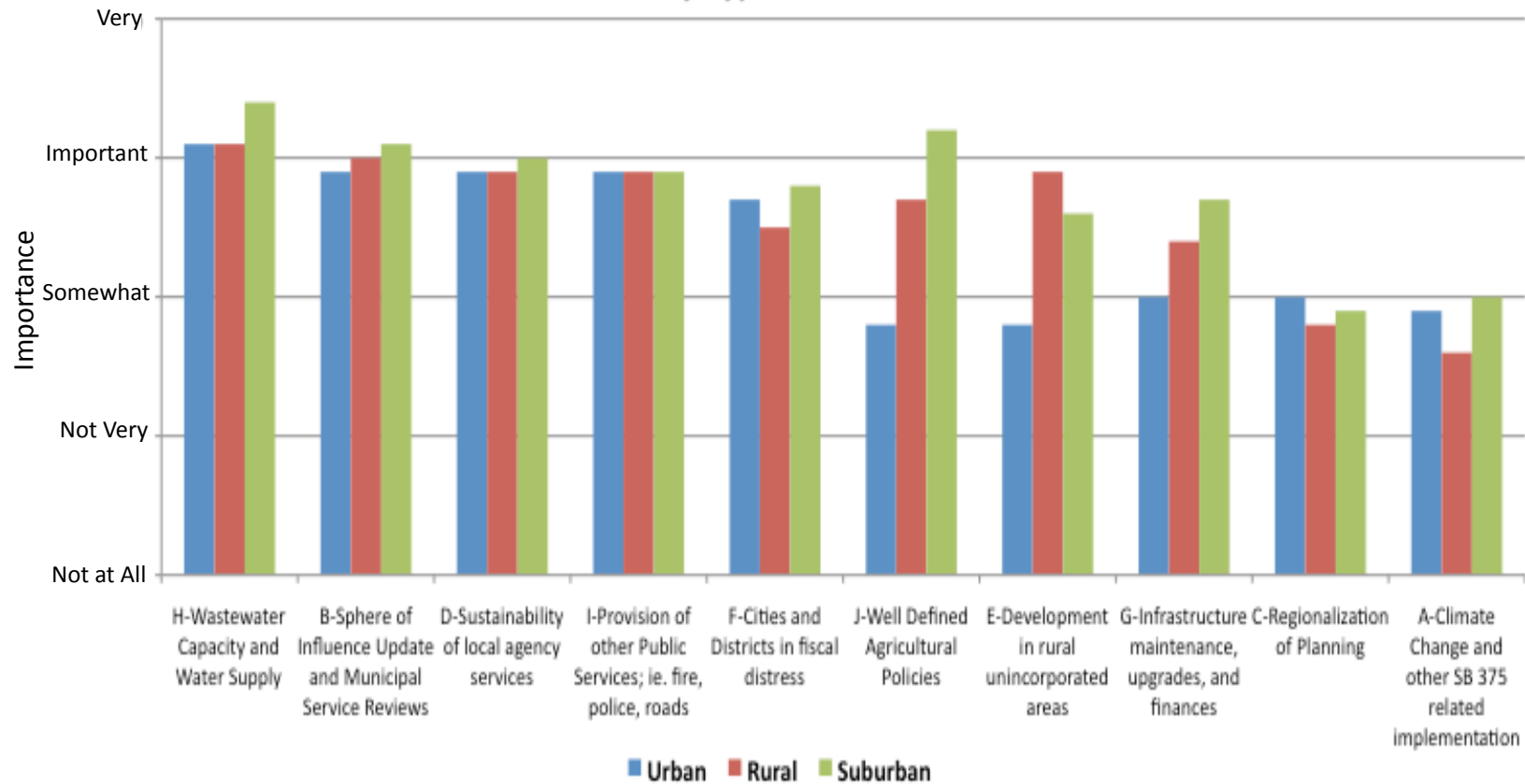
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Critical Issues Facing LAFCOs

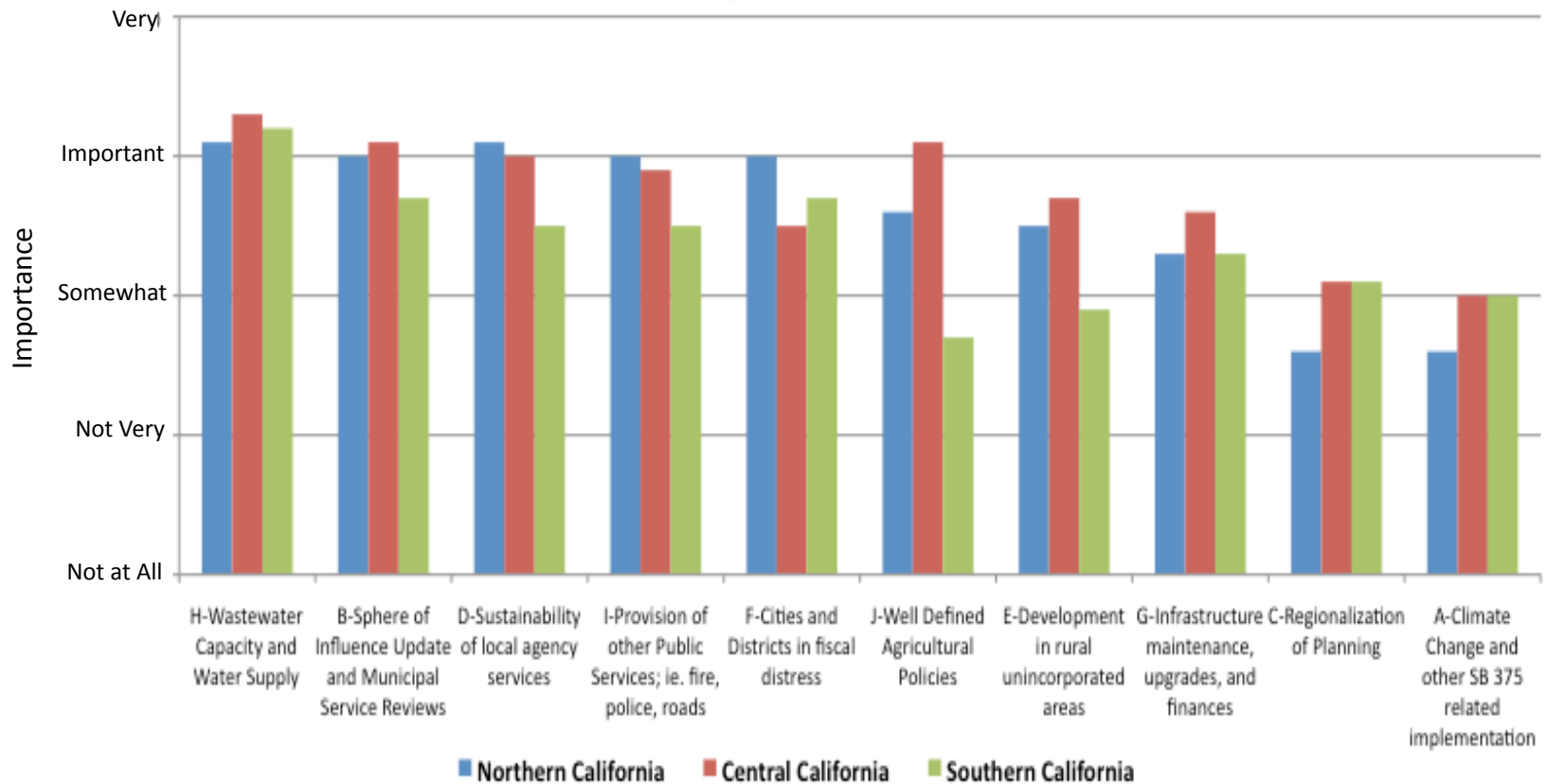
Critical Issues Facing LAFCOs by Type of Area





Critical Issues Facing LAFCOs

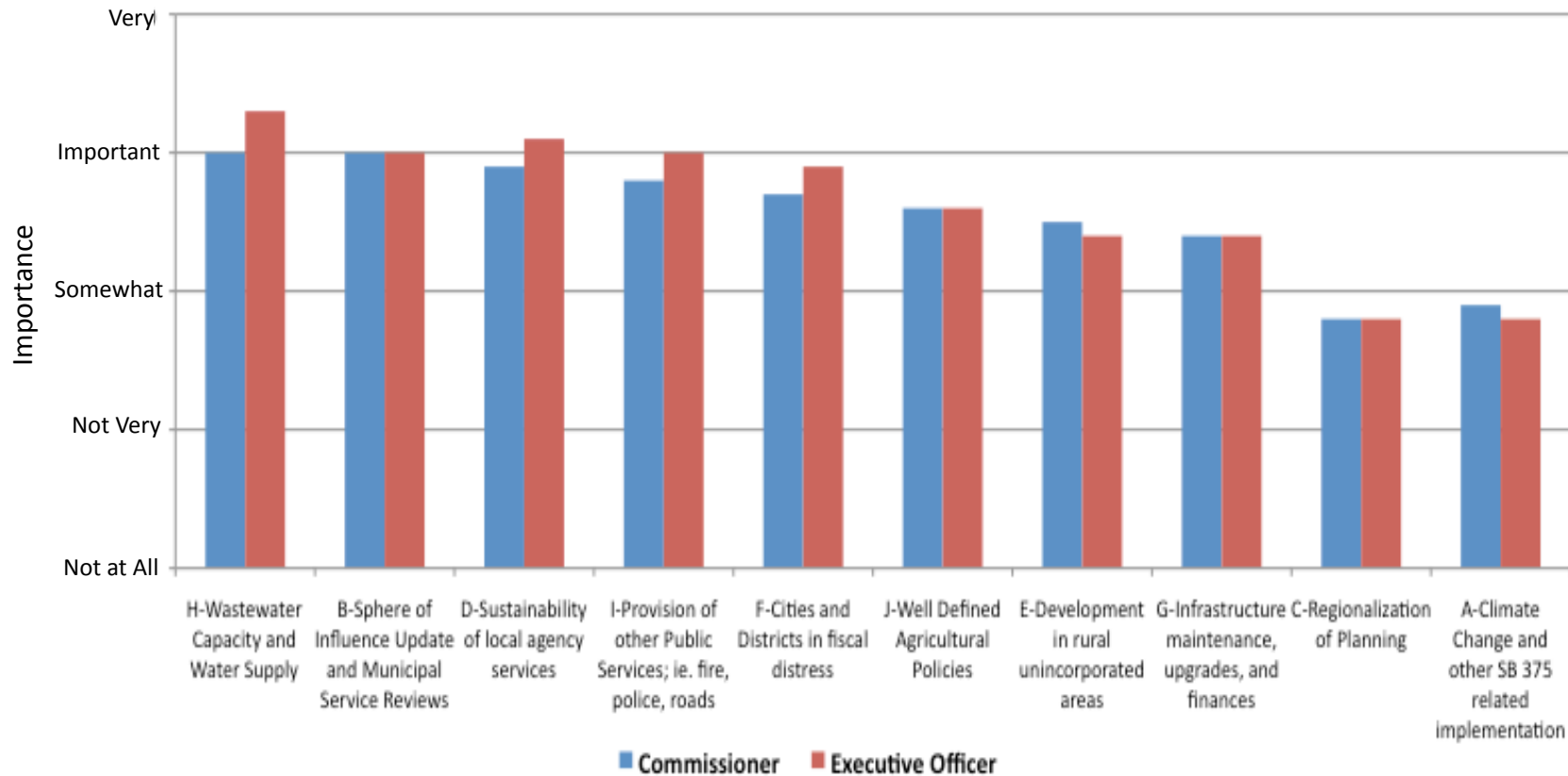
Critical Issues Facing LAFCOs
by Location





Critical Issues Facing LAFCOs

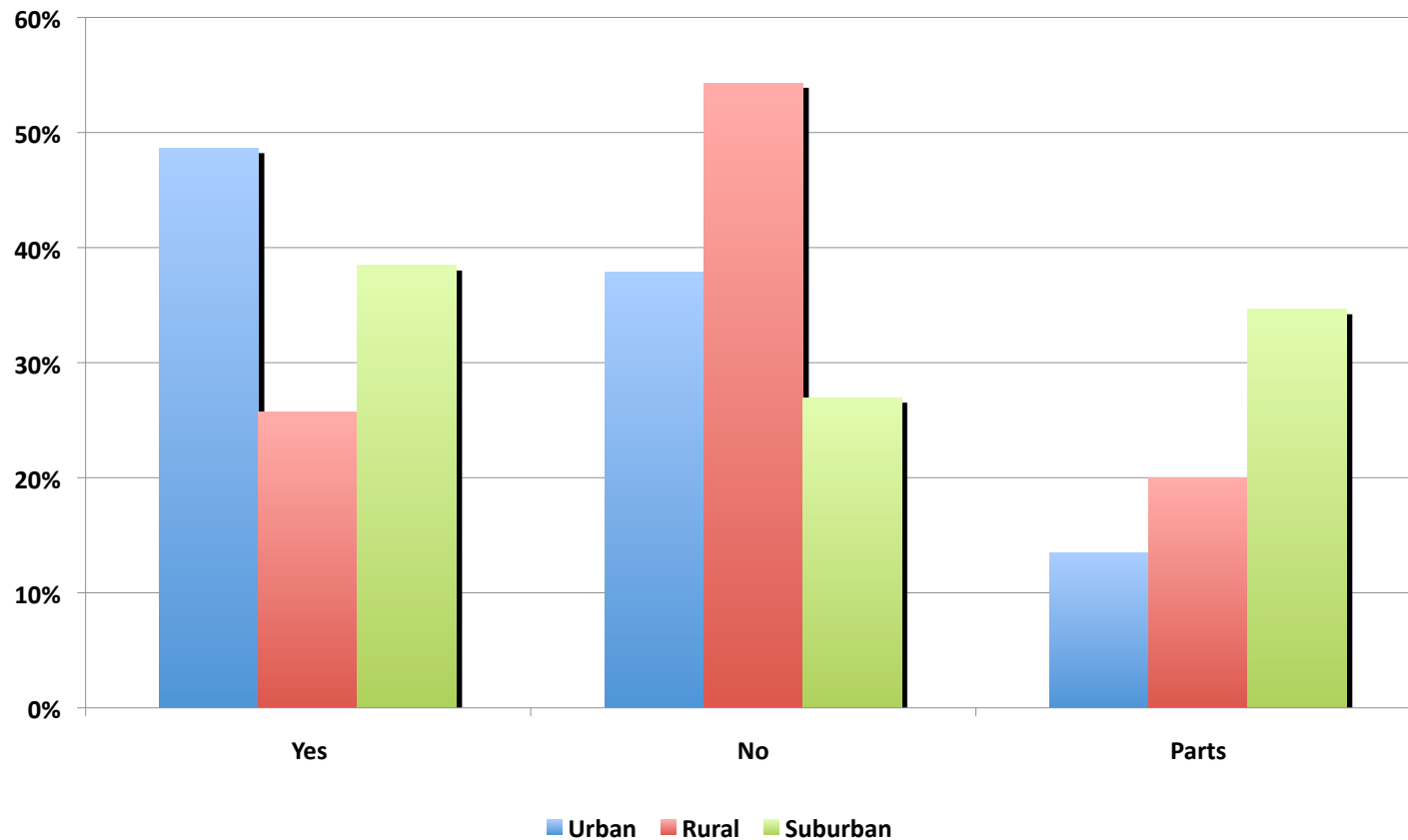
Critical Issues Facing LAFCOs by Role





CALAFCO Effectiveness

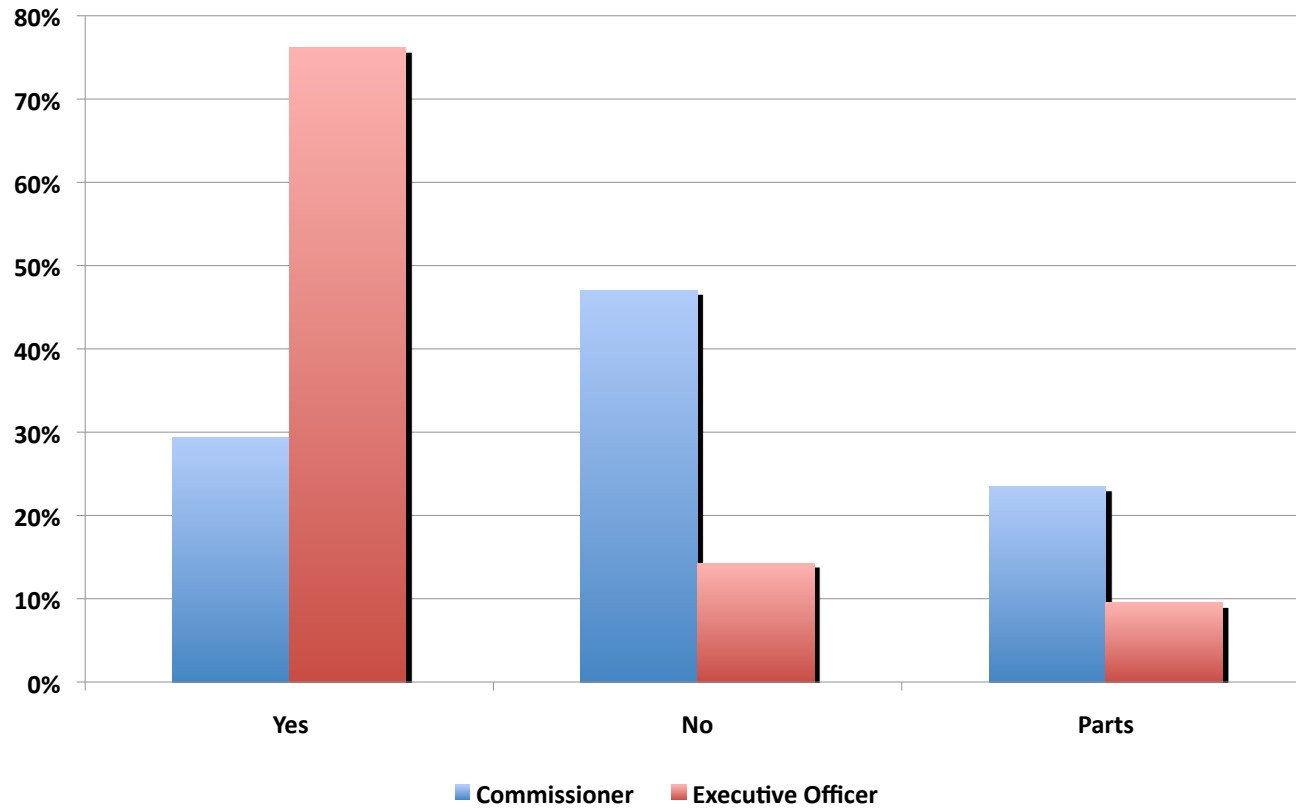
Have you read the CALAFCO Legislative Policies?





CALAFCO Effectiveness

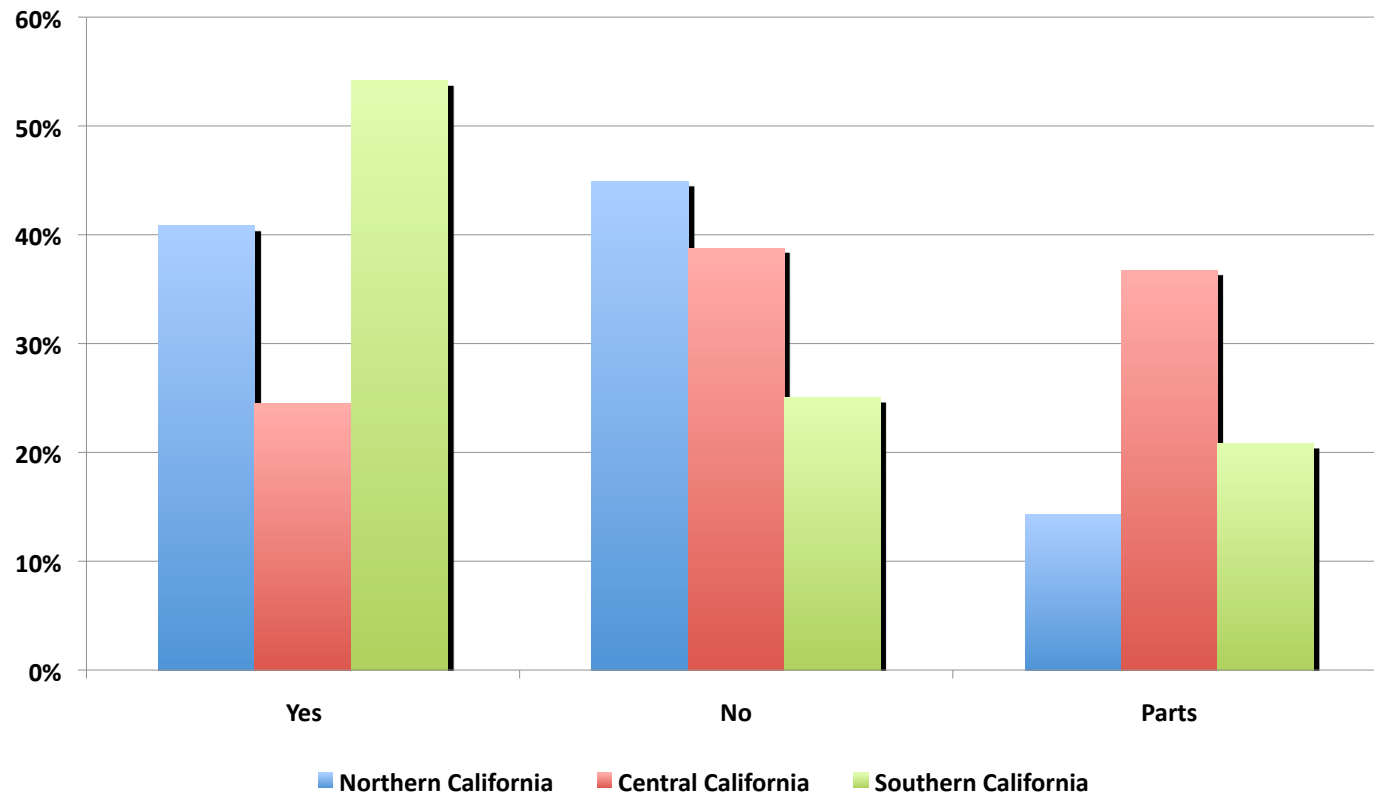
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CALAFCO Effectiveness

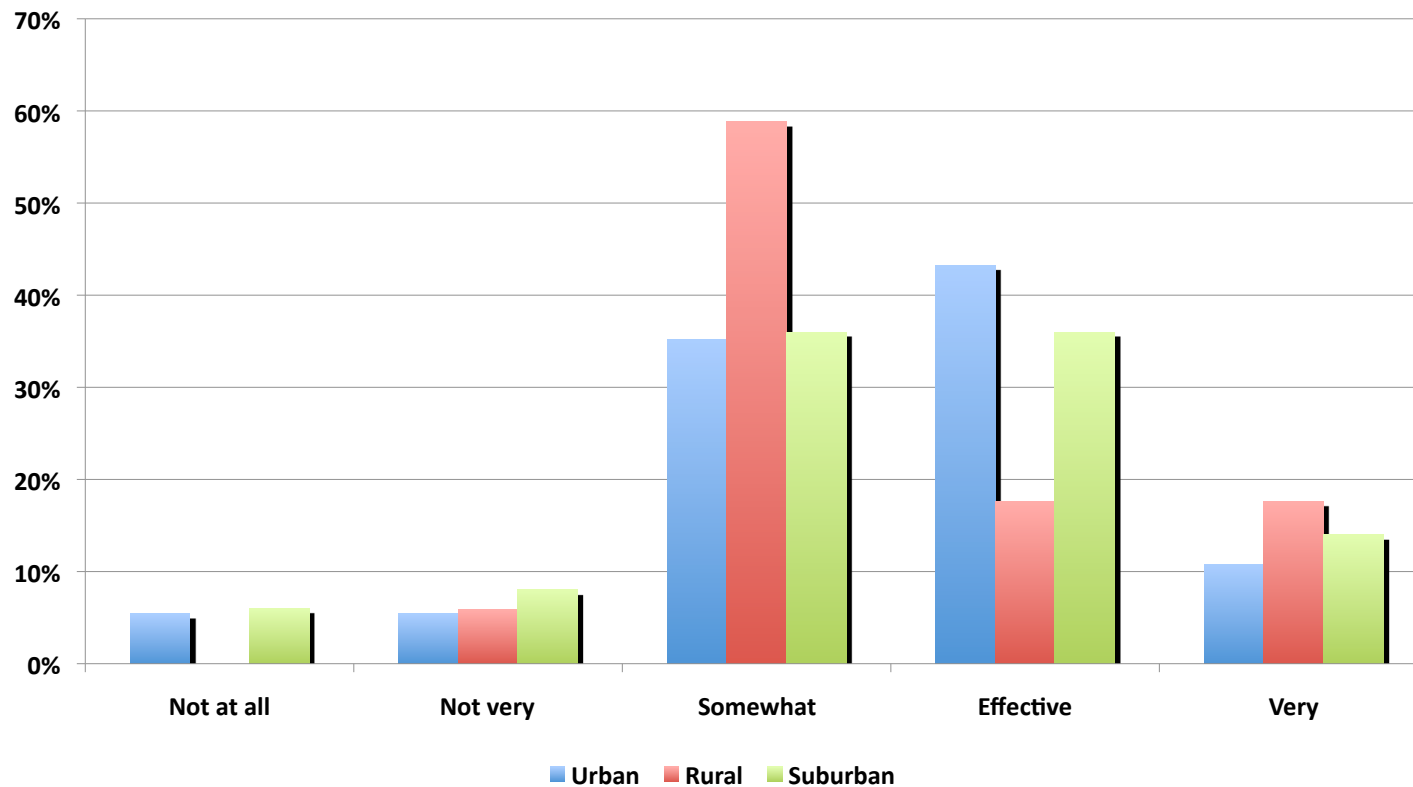
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CALAFCO Effectiveness

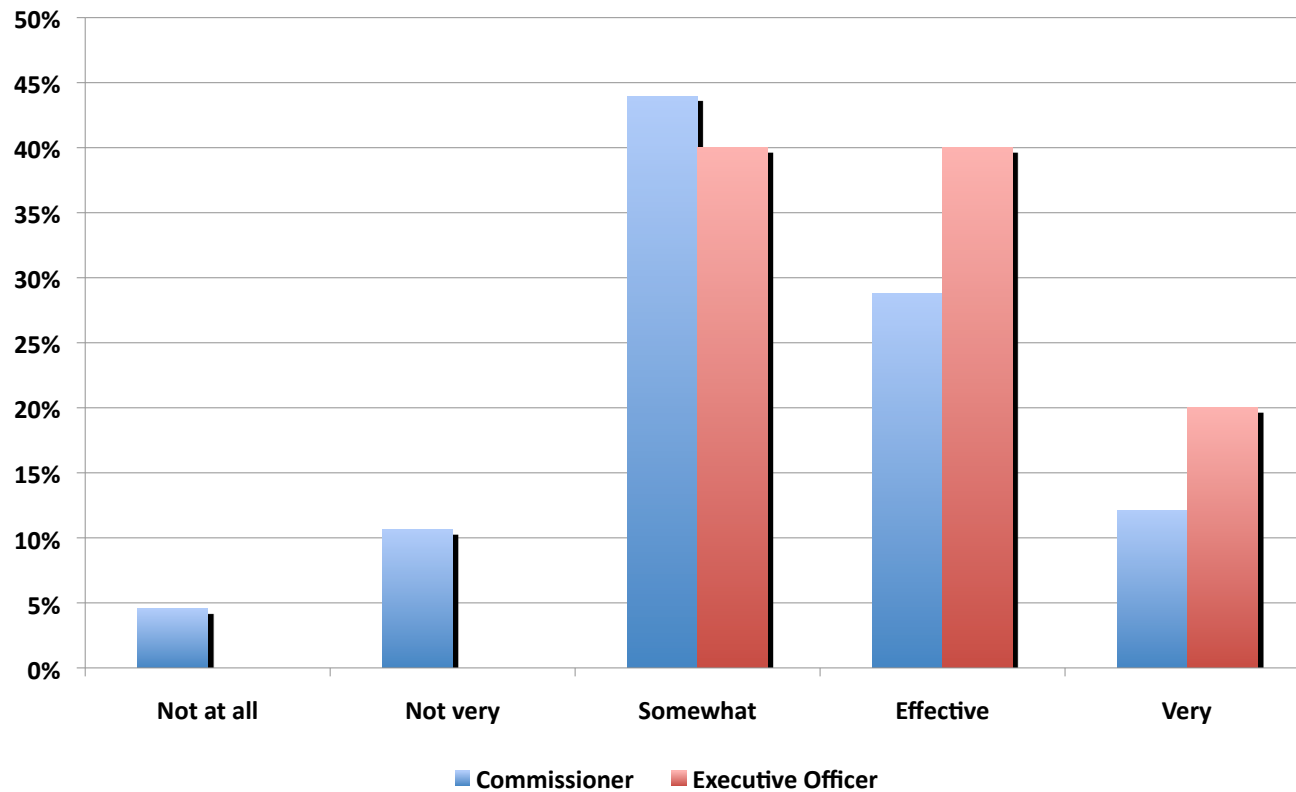
How effective is CALAFCO as a legislative advocate?





CALAFCO Effectiveness

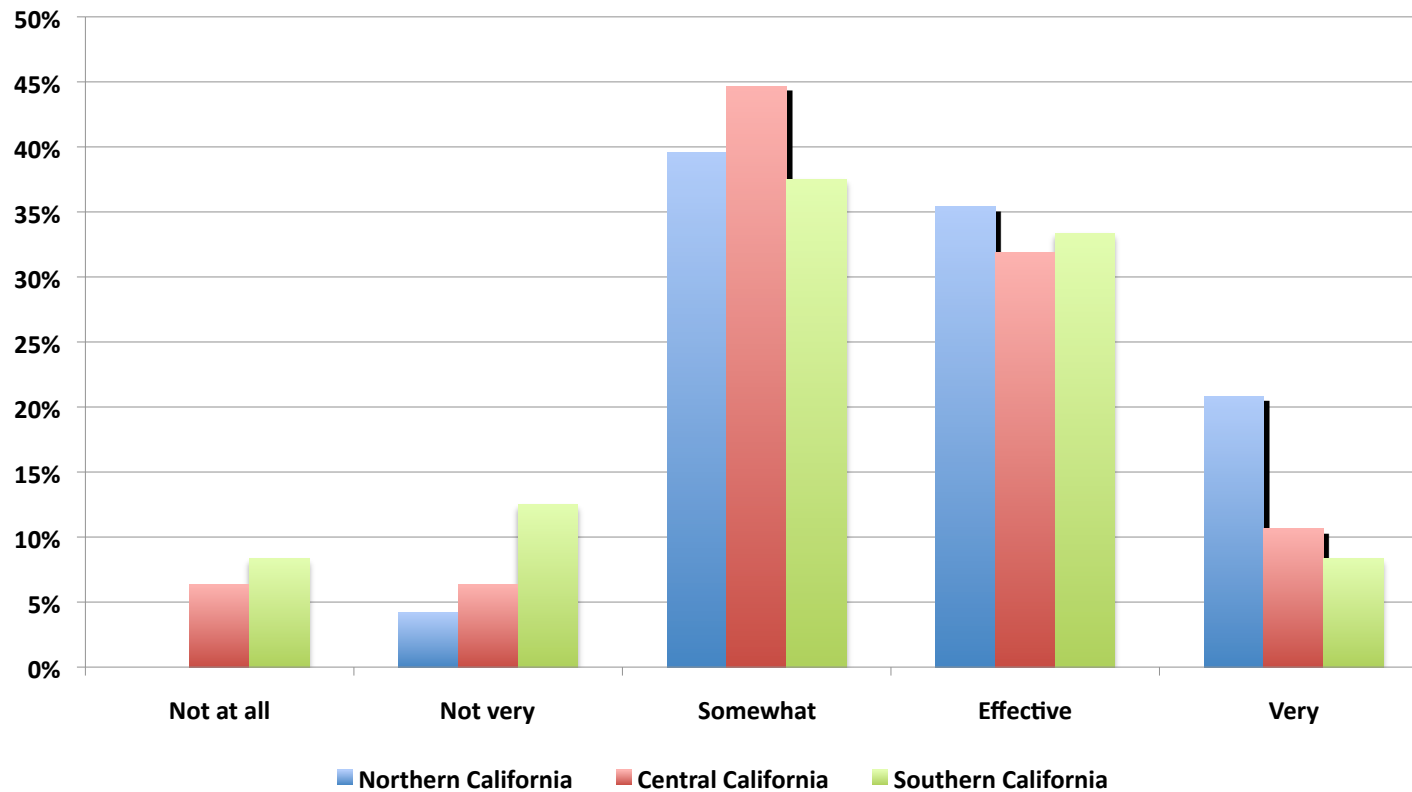
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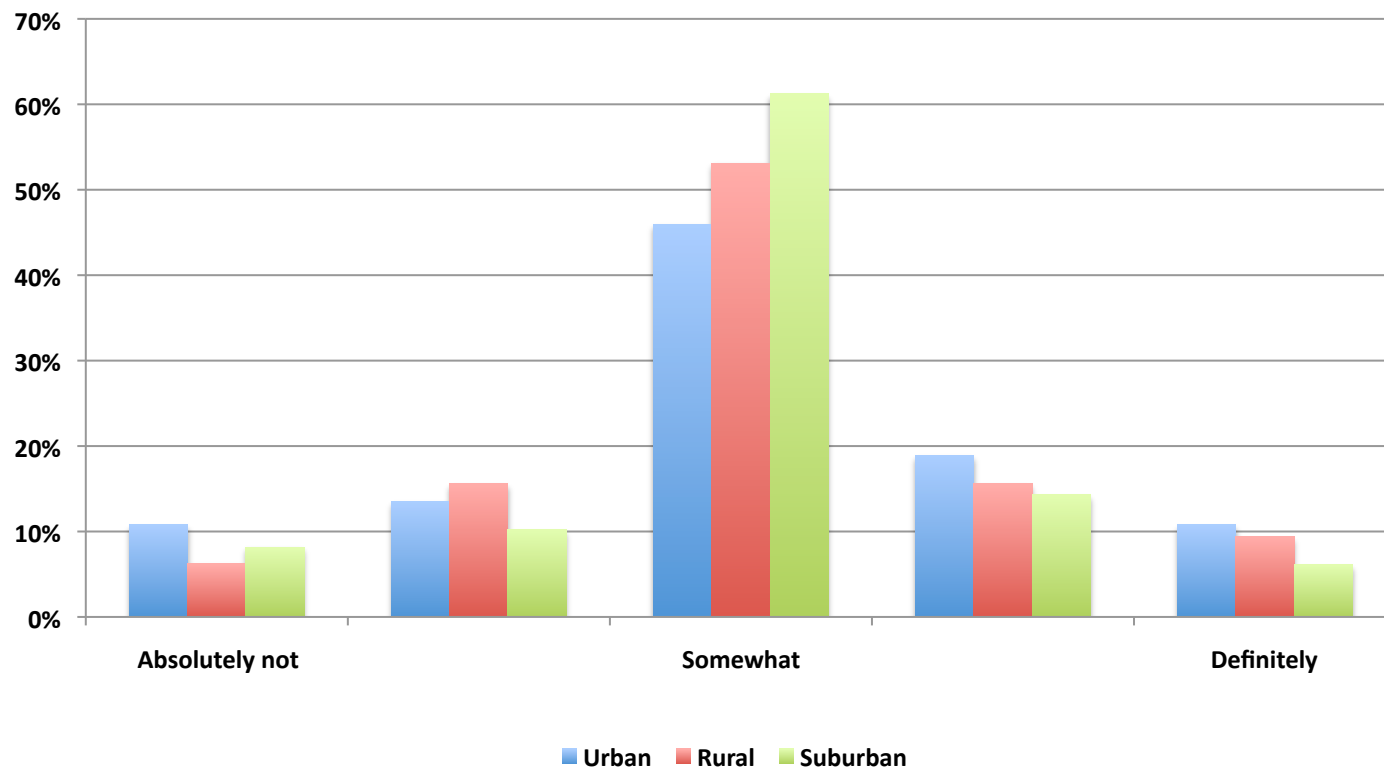
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CALAFCO Effectiveness

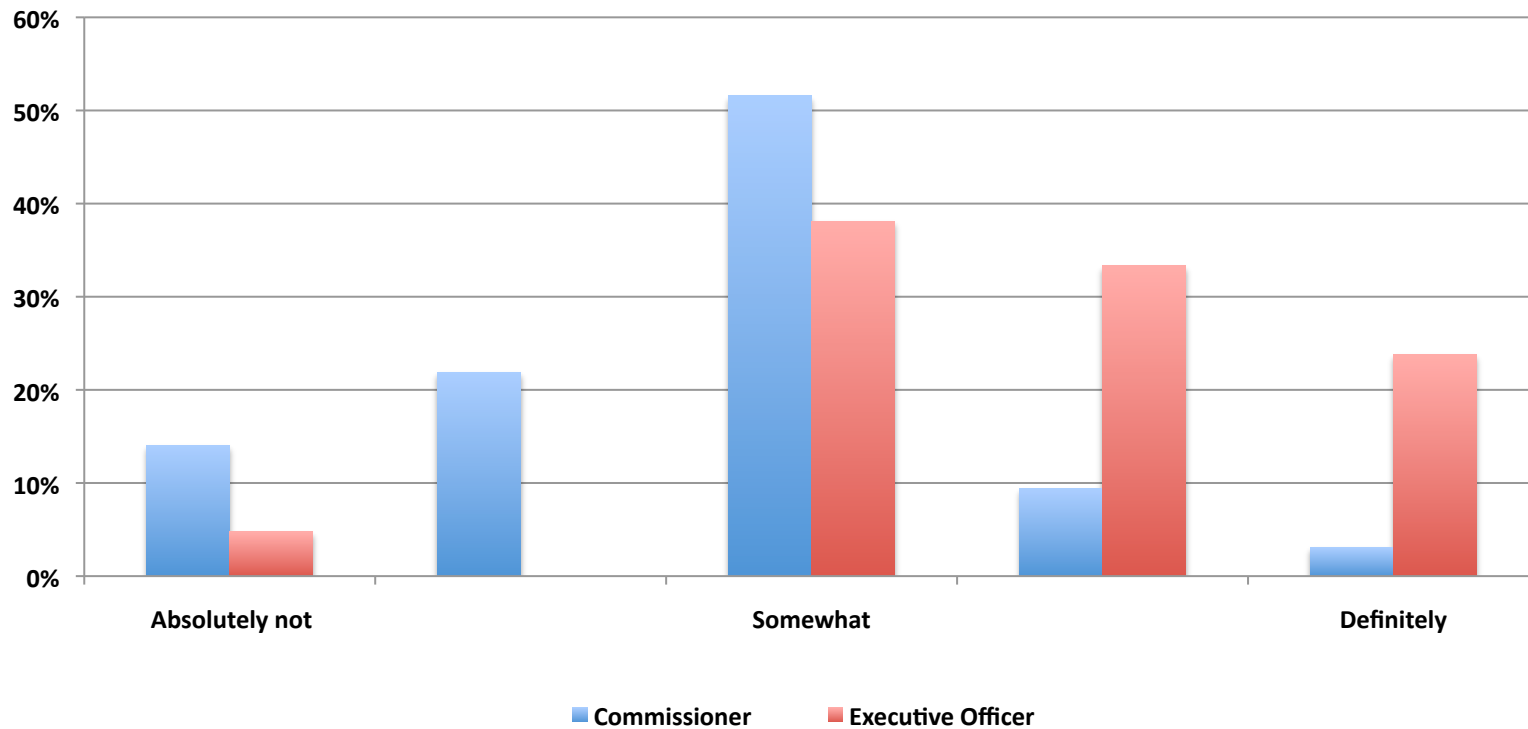
Has CALAFCO University met your LAFCO educational and training needs?





CALAFCO Effectiveness

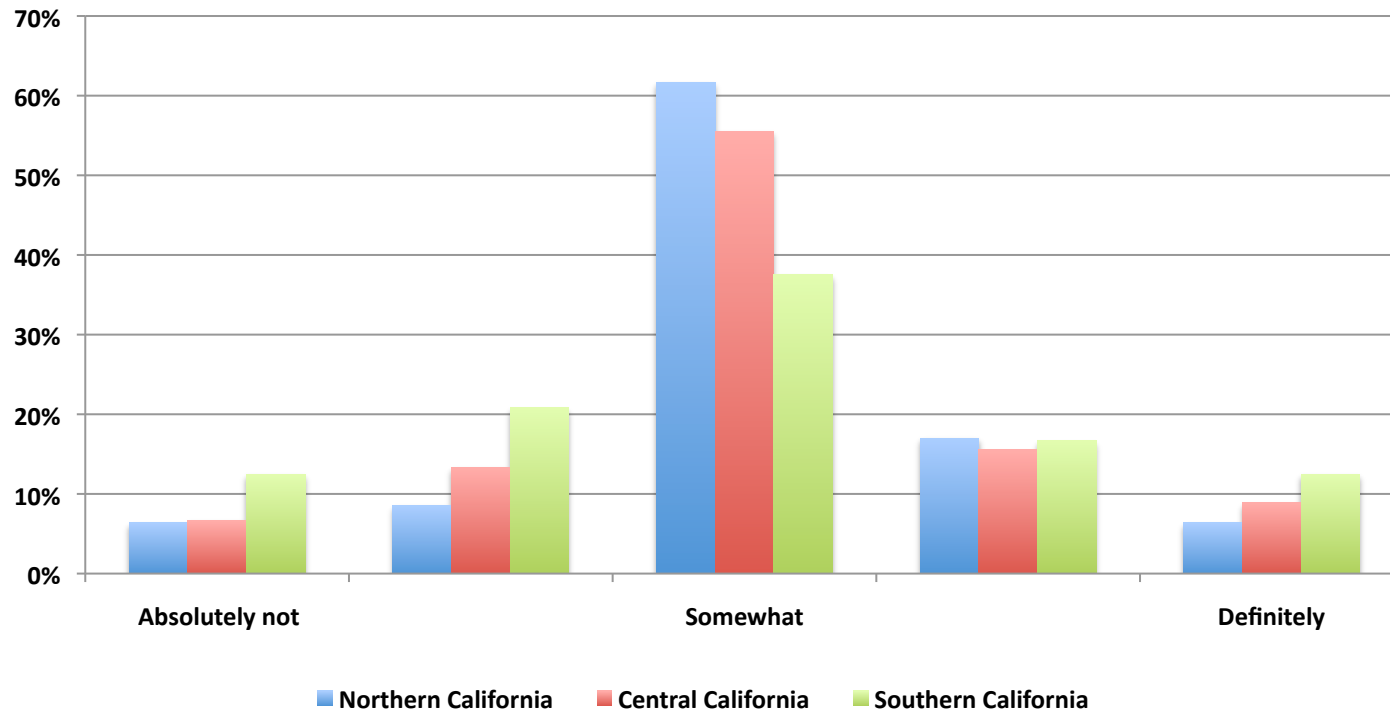
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CALAFCO Effectiveness

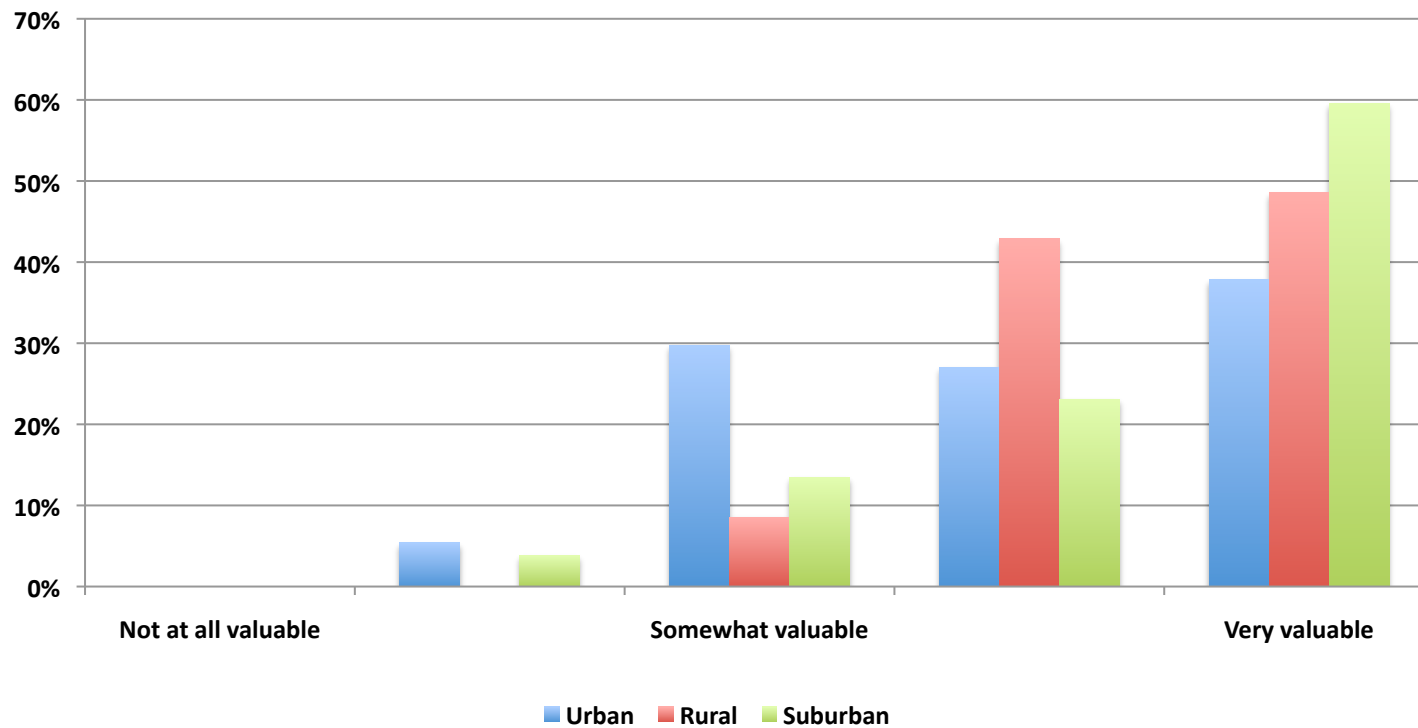
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CALAFCO Effectiveness

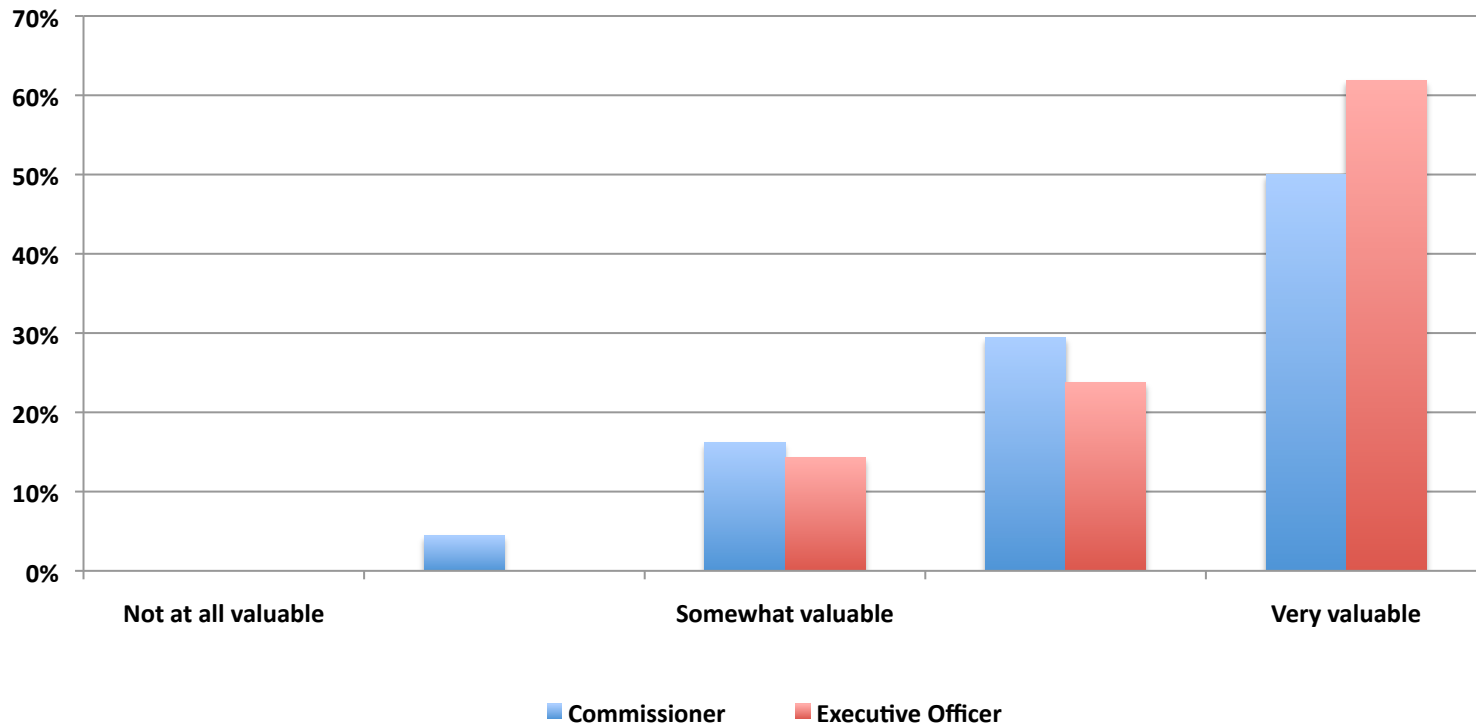
How valuable are the CALAFCO Annual Conferences and Staff Workshops as networking and educational opportunities?





CALAFCO Effectiveness

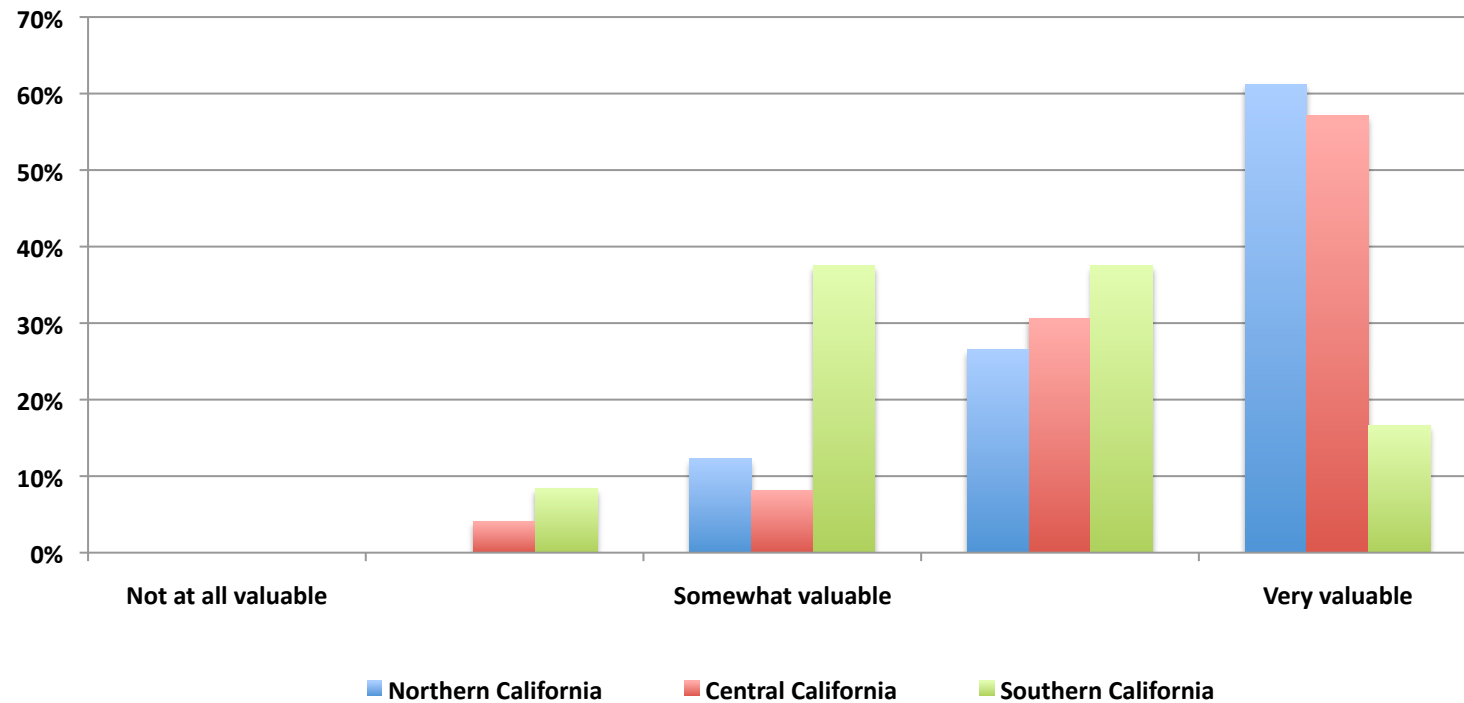
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CALAFCO Effectiveness

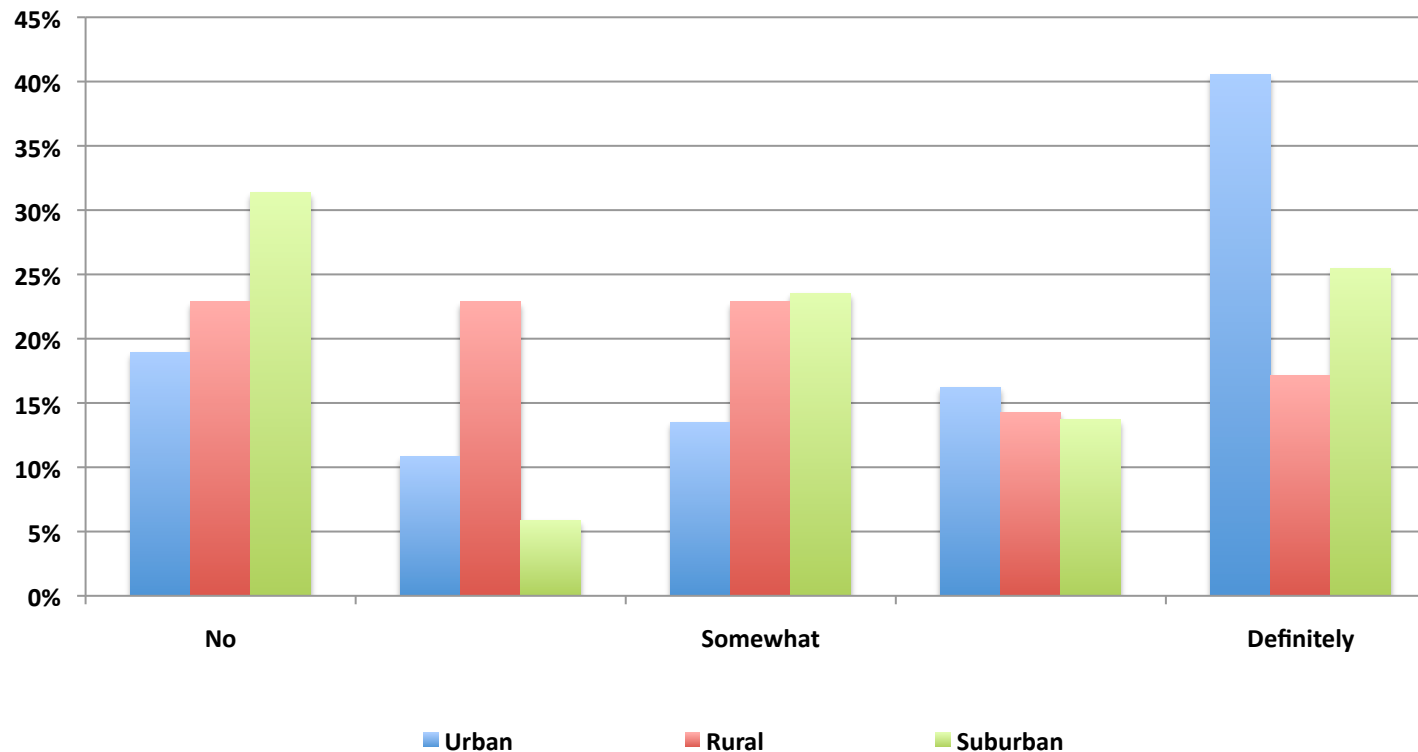
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CALAFCO Effectiveness

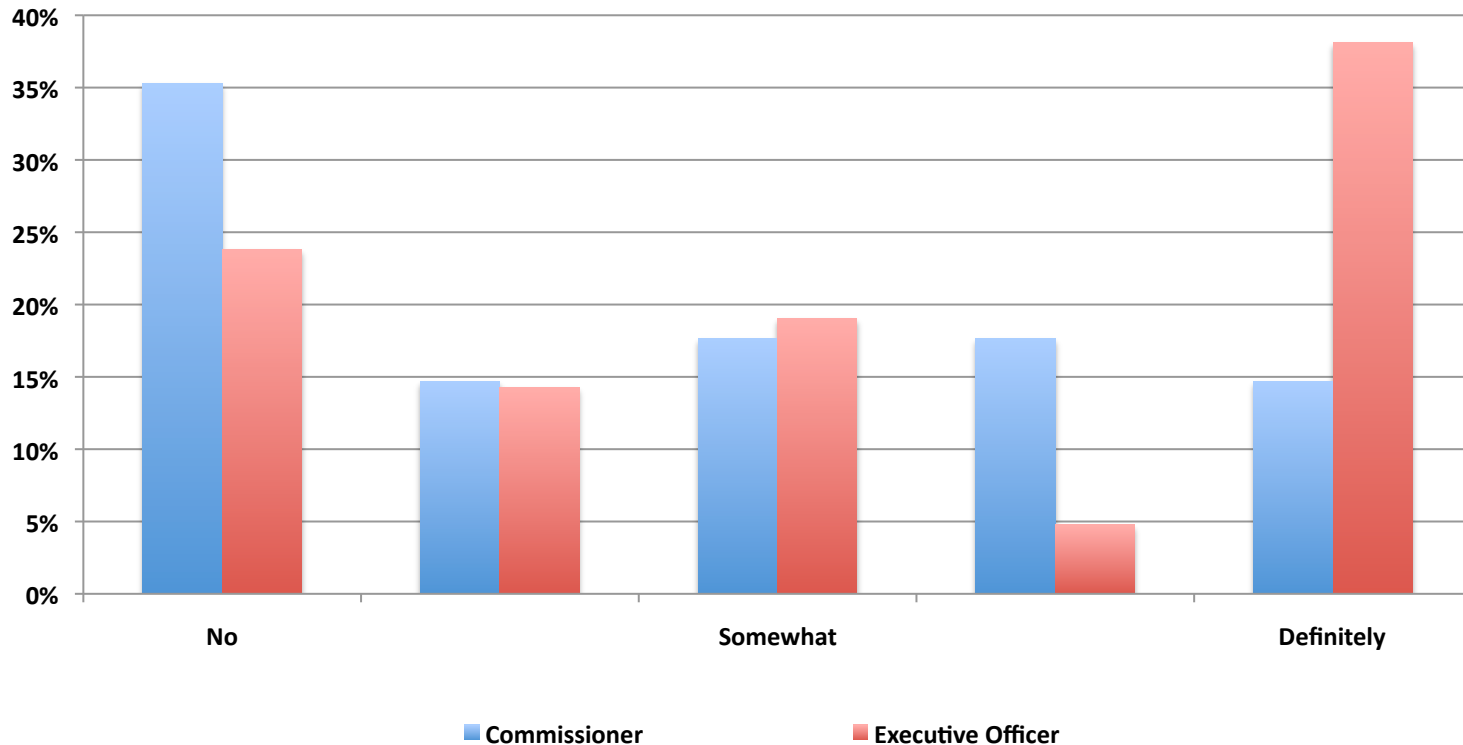
CALAFCO is considering a regional approach to representation on the Board of Directors. Does having a regional forum for issues as part of the CALAFCO structure make sense for your LAFCO?





CALAFCO Effectiveness

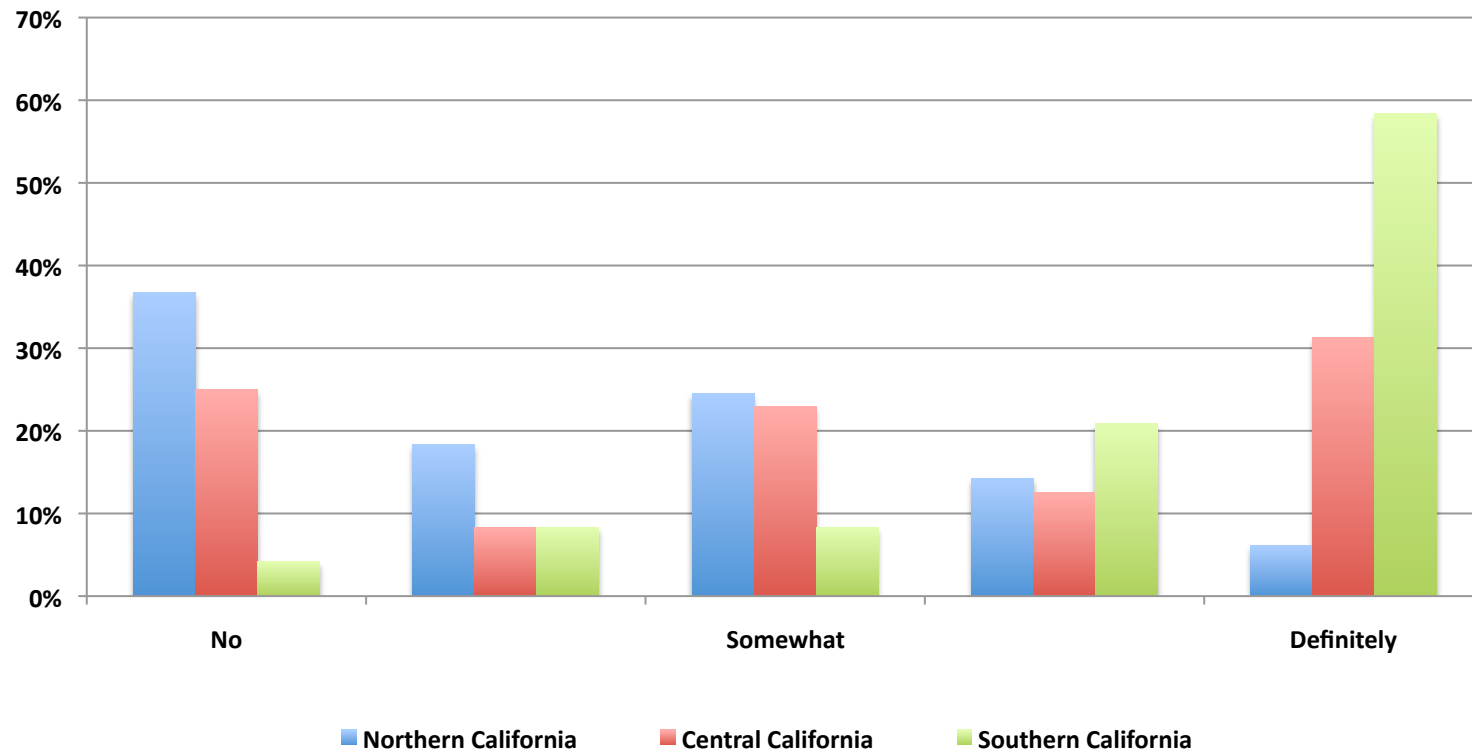
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CALAFCO Effectiveness

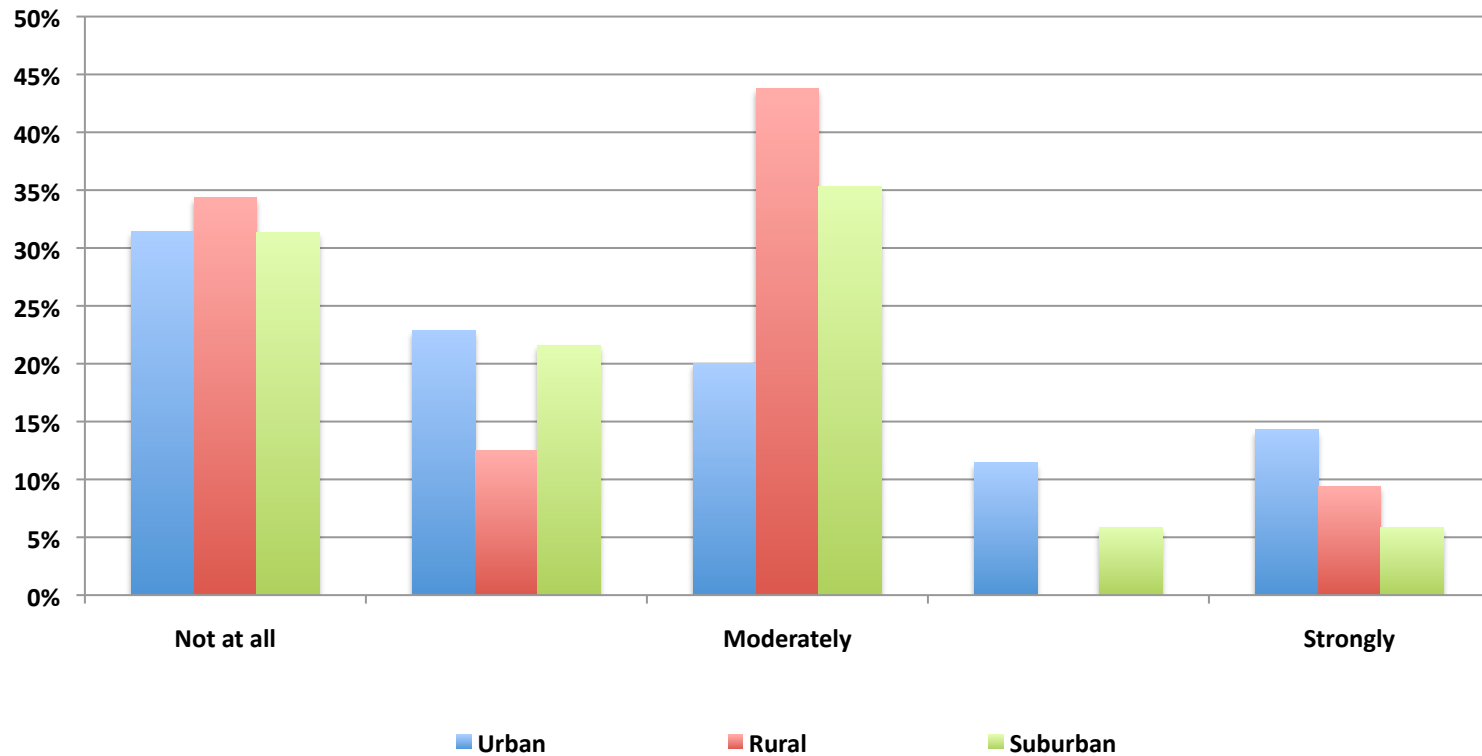
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CALAFCO Effectiveness

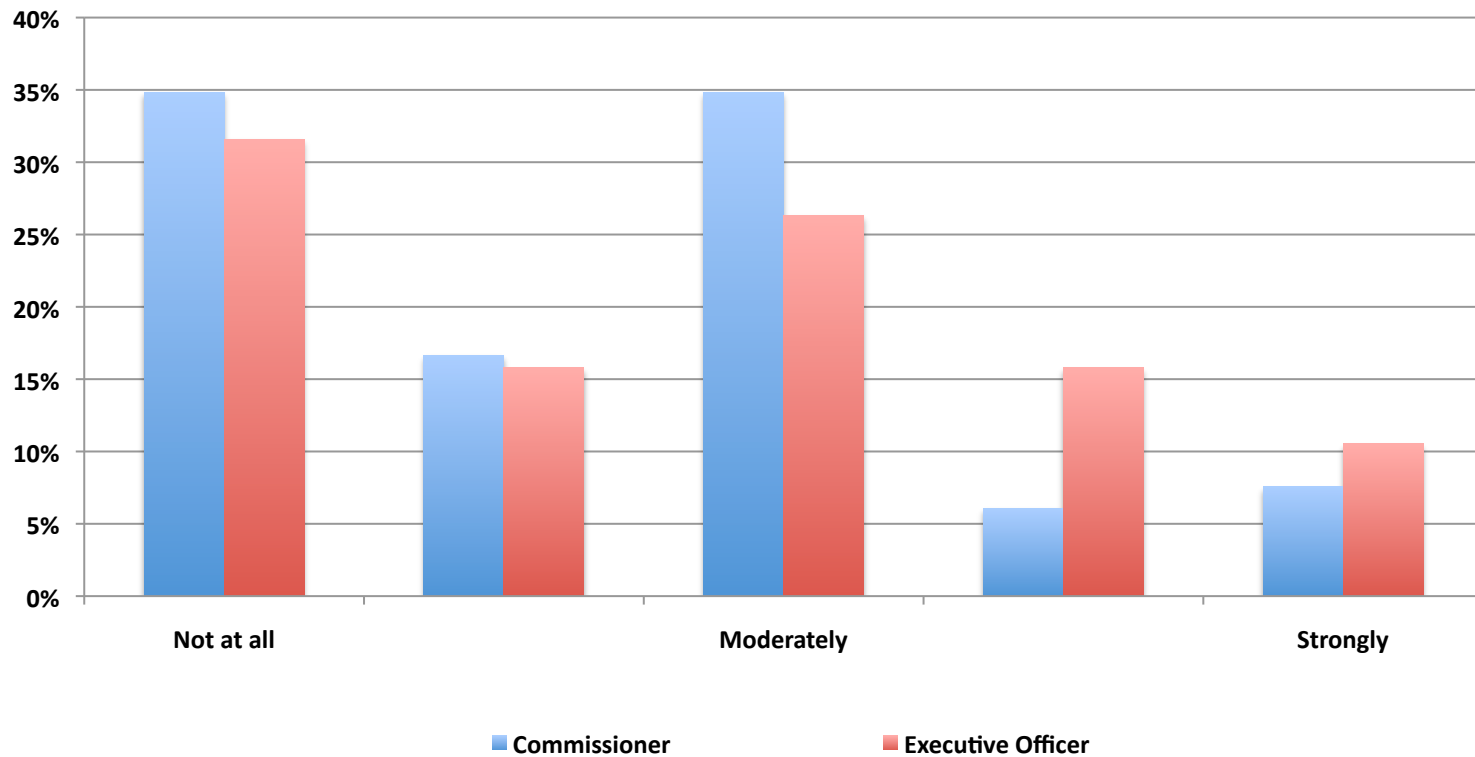
To what extent would reduced travel and other costs associated with regional restructuring, increase your LAFCOs involvement in Association activities and communication with other LAFCOs?





CALAFCO Effectiveness

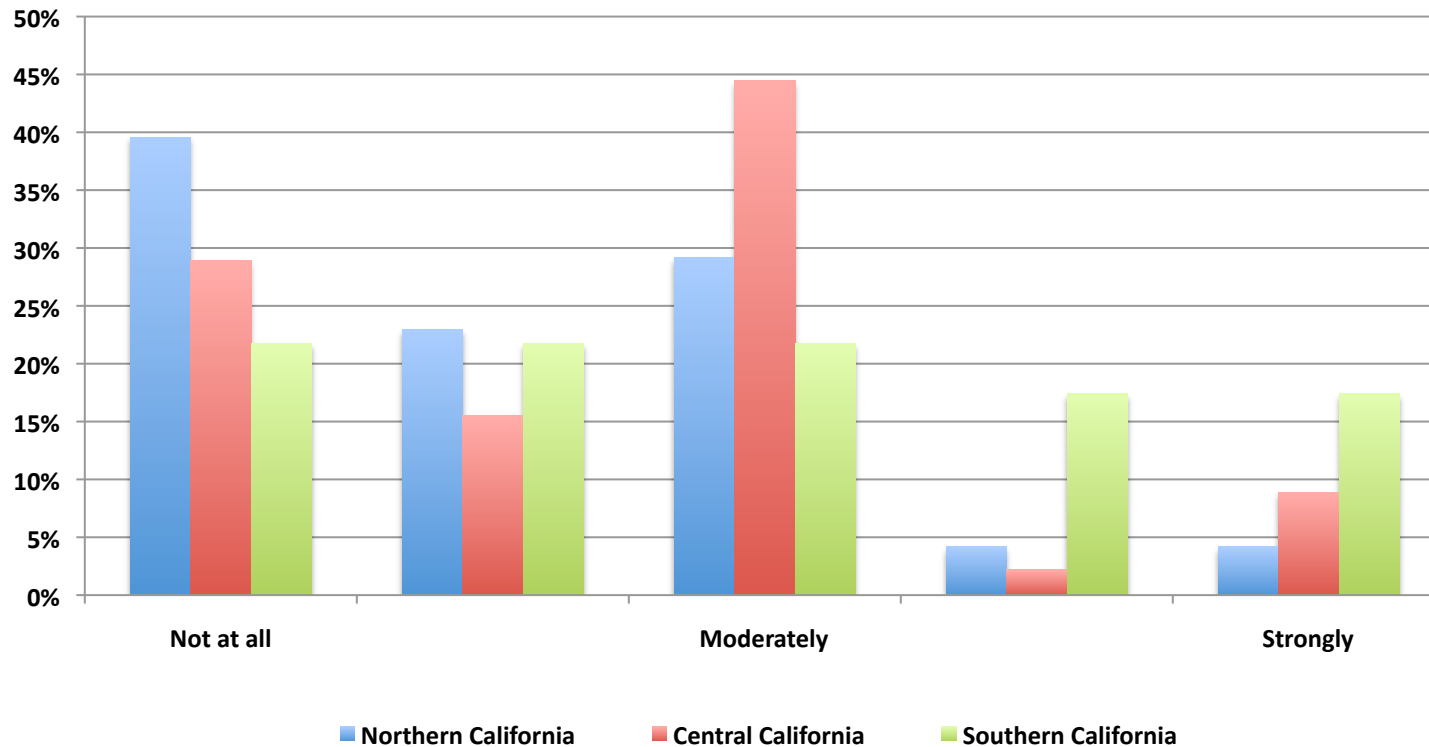
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CALAFCO Effectiveness

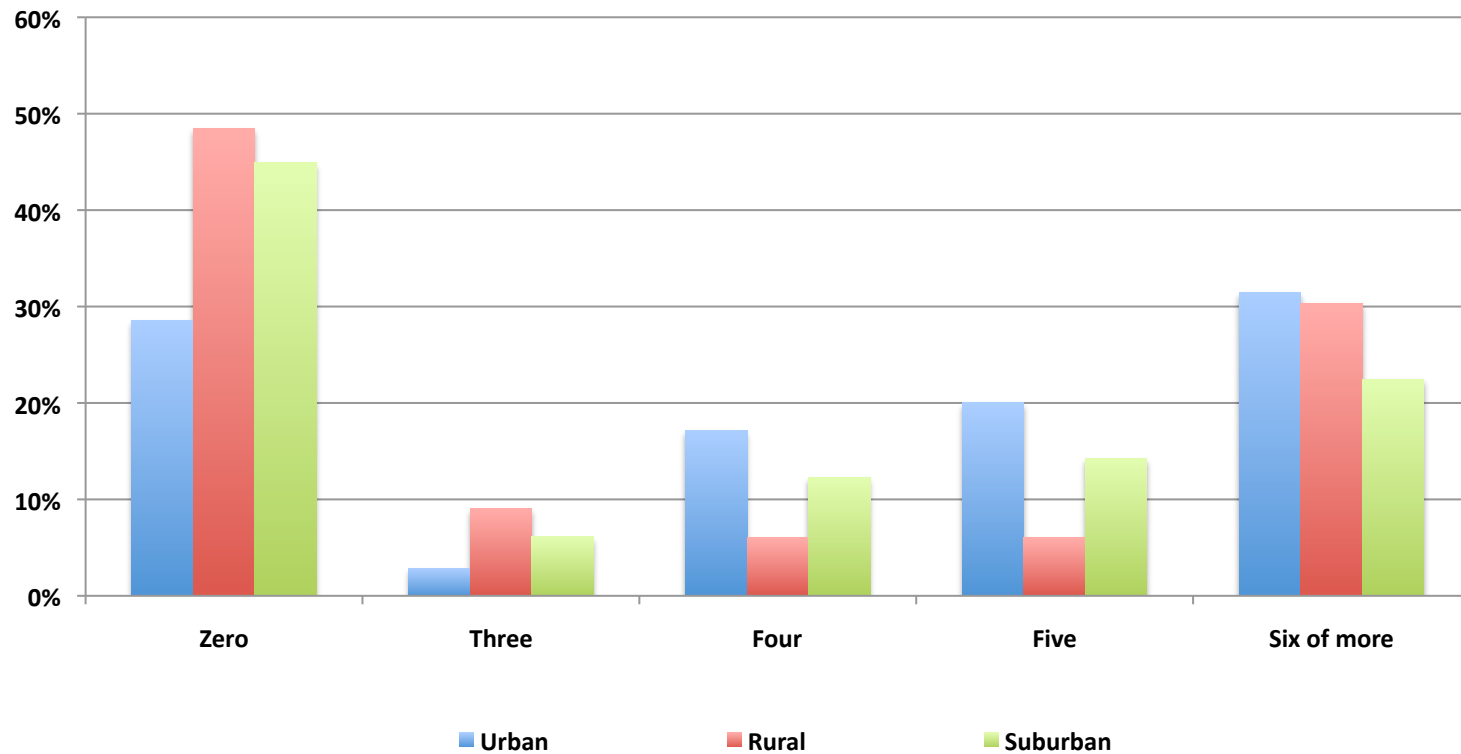
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CALAFCO Effectiveness

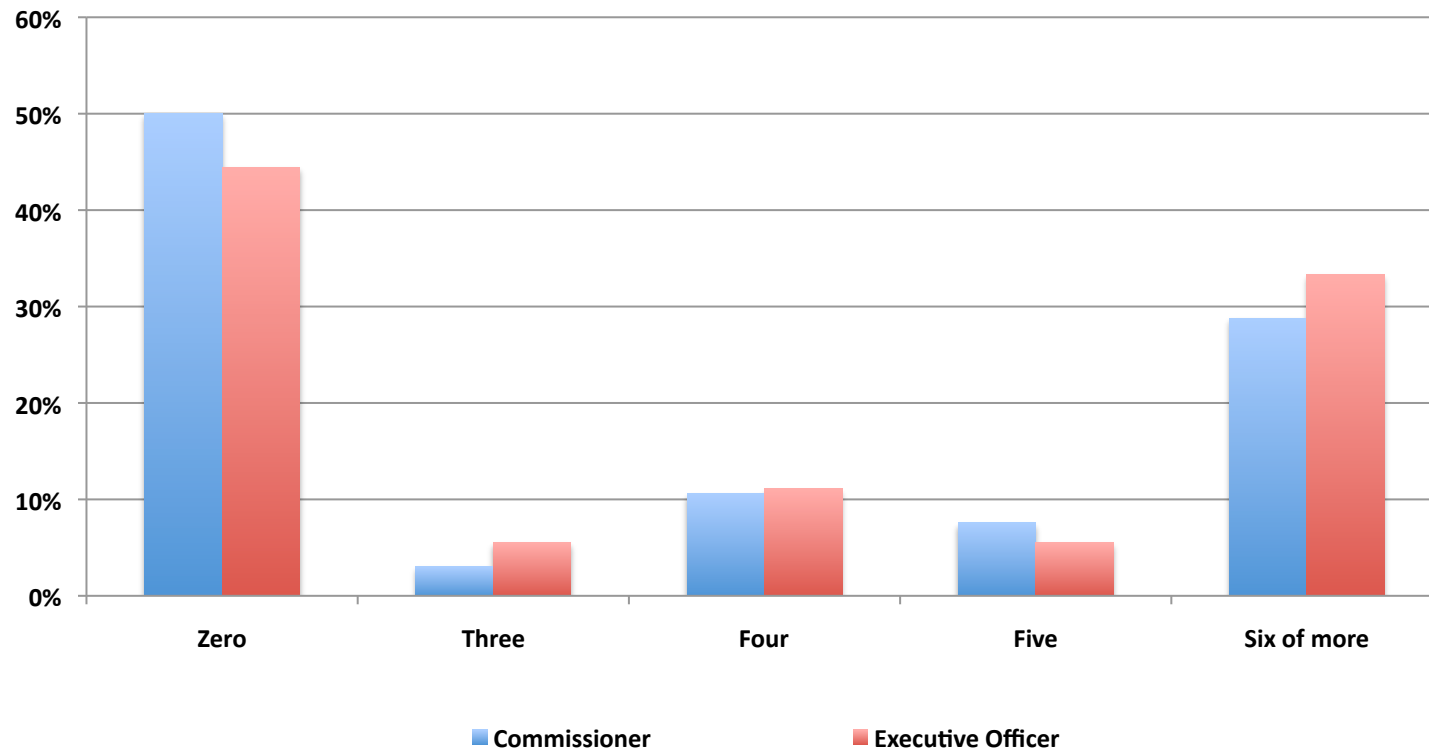
How many geographic regions should be created:





CALAFCO Effectiveness

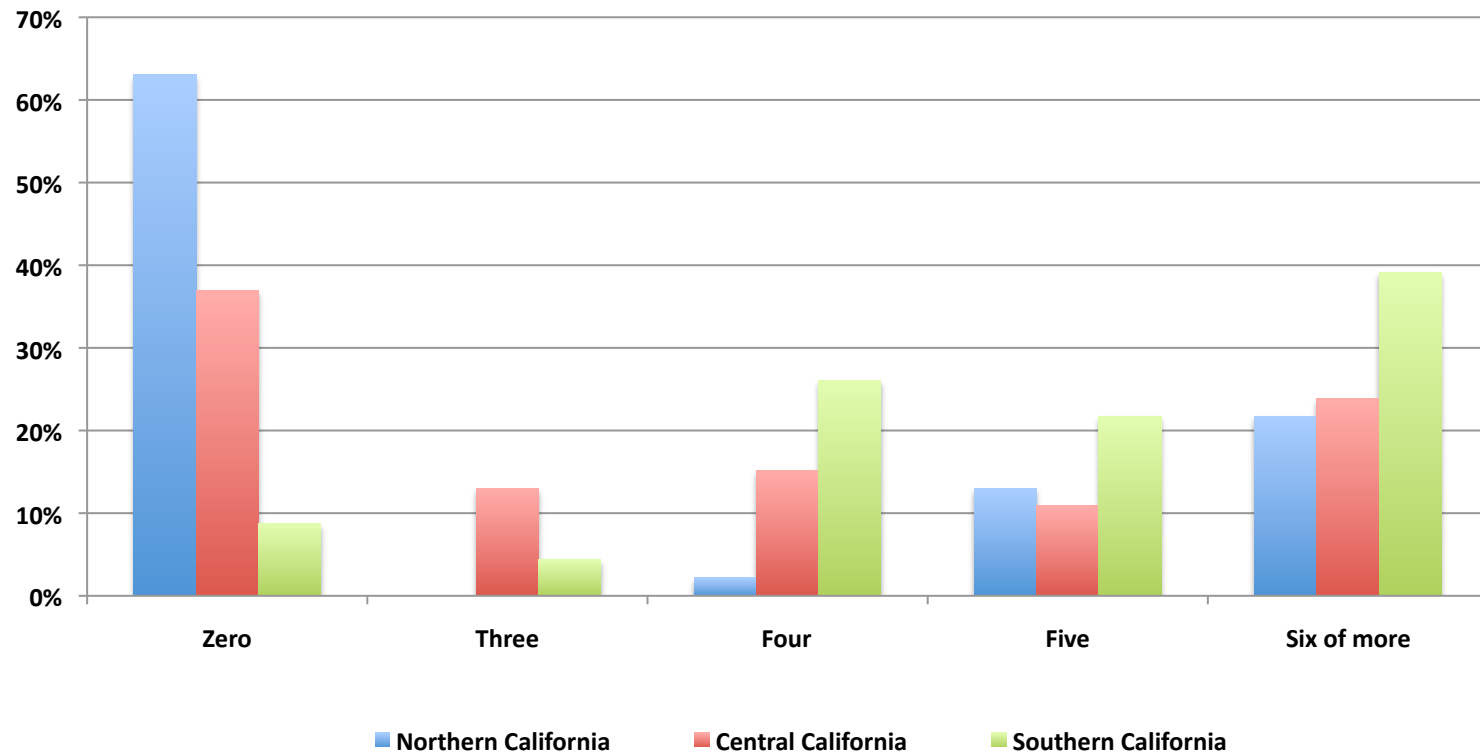
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CALAFCO Effectiveness

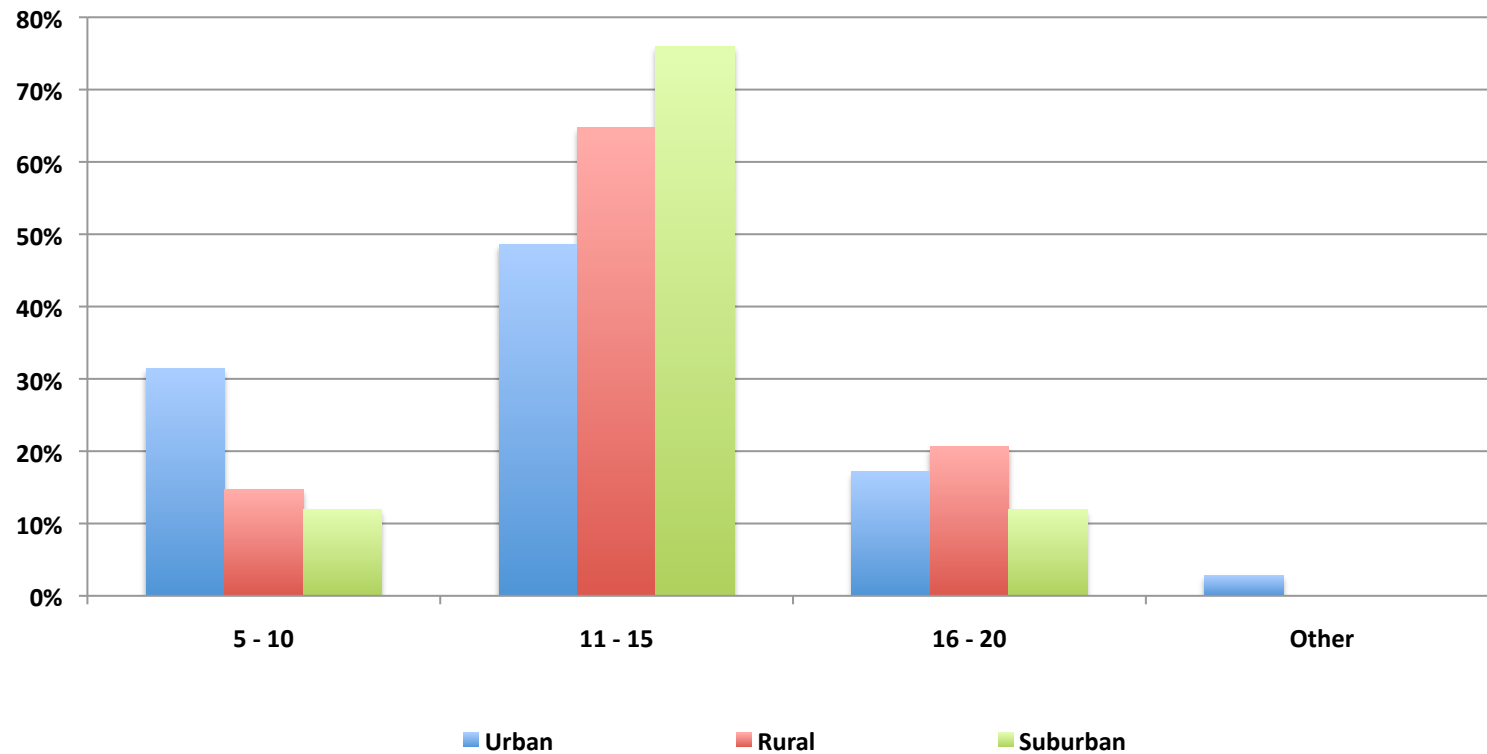
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CALAFCO Effectiveness

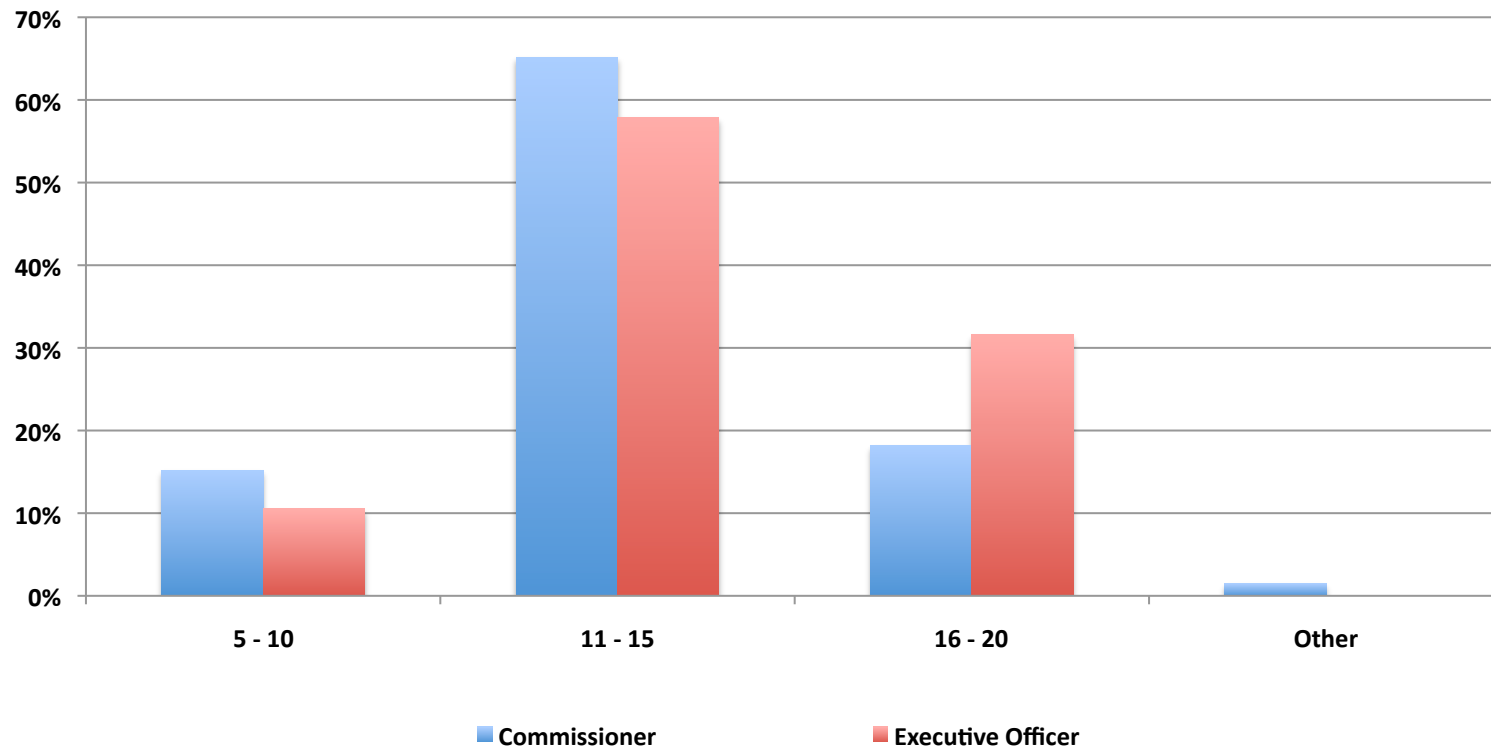
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CALAFCO Effectiveness

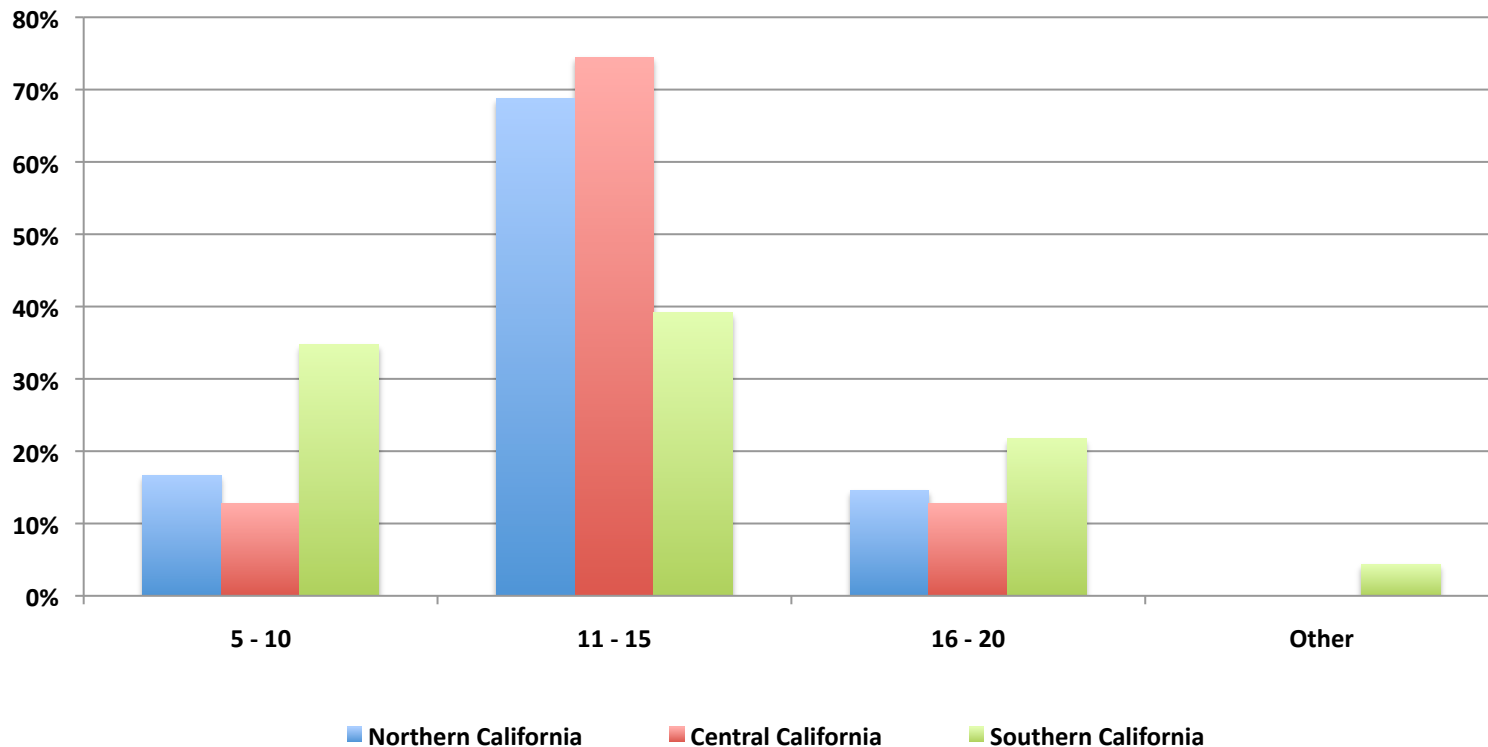
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CALAFCO Effectiveness

The CALAFCO Board consists of 15 members elected at large. What do you think is an ideal number of Board members?



Amador LAFCo

Received via e-mail on 12 January 2010

Amador LAFCO discussed the CALAFCO letter of 18 November 2009 regarding the regional proposal. There was commission consensus as follows:

A regional forum makes good sense and is a good idea insofar as it might foster cooperation and communication to save money for the participant LAFCOs. However, if the effort incurs expense for individual LAFCOs, Amador wouldn't support it.

Common interest between Amador and neighbors include water supplies, watershed issues, and possibly transportation.

Some commissioners indicated they would be willing and interested in regional meetings.

Neighbors that might be appropriate to include in our region are Alpine, Calaveras, El Dorado, Nevada, Placer, and San Joaquin. Generally the Central Sierra group.

There is no support to change the board representation or voting arrangements as now specified in the bylaws.

Some skepticism was expressed about the long term viability of regional networks.

--

Roseanne Chamberlain
Amador LAFCO Executive Officer

EL DORADO LAFCO

LOCAL AGENCY FORMATION COMMISSION

550 Main Street Suite E • Placerville, CA 95667

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January 11, 2010

Bill Chiat, Executive Director
California Association of Local Agency Formation Commissions
1215 K Street, Suite 1650
Sacramento, CA 95814

Subject: Proposed CALAFCO Regional Restructure

Dear Mr. Chiat,

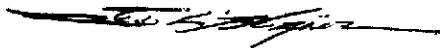
At the September 23, 2009 regular meeting, the El Dorado Local Agency Formation Commission discussed the materials submitted by your organization on a proposal to regionalize CALAFCO's affairs, presumably for purposes of fostering better communication, cooperation and discussion among California's diverse regions.

This Commission is cautiously supportive of the proposal. Several El Dorado Commissioners serve on regional boards, such as water and transportation, where they have observed firsthand that members are more empowered collectively than individually. They see a benefit in LAFCOs being aligned with others that share the same interests.

Their only concern is how this proposal is structured. Their preference is to ensure that the organization is not restructured in a manner that gives more power to any particular region of the state at the expense of another.

Please contact me at 530-295-2707 if you have any questions or concerns.

Regards,



José C. Henríquez
Executive Officer

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COMMISSIONERS

Public Member: Francesca Loftis • Alternate Public Member: Norm Rowett

City Members: Jerry Birdwell, Carl Hagen • Alternate City Member: Mark Acuna

County Members: Ron Briggs, James R. Sweeney • Alternate County Member: Ray Nutting

Special District Members: Ken Humphreys, Harry J. Norris • Alternate Special District Member: Michael Cooper

STAFF

José C. Henríquez, Executive Officer • Erica Sanchez, Policy Analyst

Denise Tebaldi, Interim Commission Clerk • Andrew Morris, Commission Counsel

Monday, 11 January 2010. Via e-mail from **Imperial LAFCo**

Good Morning Bill and a very happy and prosperous New Year to you.

On behalf of the Imperial LAFCO I must apologize for not formally notifying you of the Commission's decision to opt out of the CALAFCO Association as currently structured. A hectic end of the year simply left this task off my plate.

However in reading your board package (which I must complement you on for being thorough and informative) I did read your statement about Imperial which leaves me to write this memo to you.

Yes the Imperial LAFCO did during its December meeting vote unanimously to not renew its membership with the CALAFCO Association and to partner with the southern California LAFCO's in the formation of a new association or entity, yet to be determined.

This was not an easy decision nor one taken lightly as we have enjoyed and benefited, as have most if not all LAFCO's from the Association. The Commission expressed disappointment at the "attitude" and certainly on some of the comments made by some of the CALAFCO Board with regard to the request to have considered a CALAFCO Board membership based on "regions". The "region" or district concept is used to elect most if not all of our other elected officials such as senators, assembly persons, even Board's of Supervisors etc., and the Commission cannot understand why the current CALAFCO Board would have such an "attitude" over such a simple solution that would continue to provide a statewide effective and harmonious association.

We all understand that California is a large diverse state, and unfortunately geographically a elongated state that tends to bring the "north v south" attitude into play which is absurd. Yes we have issues, i.e. different climate, different water problems, different growth problems, different social issues, but we are all constituents of California. The authors of the US Constitution recognized proper representation was crucial and therefore created the two houses, so why is it so difficult to get seemingly intelligent people to recognize that CALAFCO may be even more effective by having a balanced Board of Directors that appropriately represent the various areas of the State?

While not specifically stated in our resolution to withdraw from CALAFCO, the Imperial LAFCO would be willing to reconsider its position if and only if the CALAFCO Board is constituted as outlined in your Board package under item 4: Options for Action, specifically item # 2, which would create regions and Board seats by region.

We cannot support option # 3, and while it may have "conceptual merits", it would only lead to further the argument of "north v south" and perhaps create animosity between areas with only one region having guaranteed seats.

We do concur with Mr. Andersons last statement that "everyone would win if the Association did stay together"., so we would urge your Board to give serious consideration to Option # 2.

Sincerely

jurg heuberger, AICP
Executive Officer to LAFCO
1122 State St., Suite D
El Centro, Ca. 92243

LAFCO

Santa Barbara Local Agency Formation Commission

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January 8, 2010

Roger Anderson, Chair and
Board of Directors
California Association of LAFCOs
1215 K Street, Suite 1650
Sacramento, CA 95814

Establishment of Regional Structure for CALAFCO

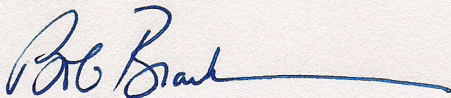
Dear Members of the Board:

This letter is written on behalf of the Santa Barbara LAFCO which considered at its meeting on January 7 the possible establishment of a regional structure of CALAFCO. The Commission had before it all of the materials that had been submitted by CALAFCO to its members.

After careful consideration, upon motion by Commissioner Janet Wolf, second by Commissioner Joe Centeno, the Santa Barbara LAFCO unanimously supports the existing CALAFCO structure.

The staff was directed to communicate this view to the CALAFCO Board of Directors. Your consideration is appreciated. Please contact our office if you have any questions.

Sincerely,



BOB BRAITMAN
Executive Officer

cc: Each member of the Commission



Date: December 28, 2009 for January 6, 2010 Agenda
To: Commissioners
From: Executive Officer
Subject: CALAFCO Restructuring

Summary: The Commission should respond to CALAFCO's request for feedback on the proposal to restructure the association to include regions.

Recommendation: It is recommended that the Commission discuss and authorize comments on CALAFCO's restructuring into regions.

Santa Cruz LAFCO is a member of a trade association titled the California Association of LAFCOs (CALAFCO). The association is governed by a board of fifteen LAFCO Commissioners from around the state elected by a majority vote of the membership, with each of the 57 member LAFCOs getting one vote. In 2008, several Southern California LAFCOs felt that their region was underrepresented on the CALAFCO Board and asked the CALAFCO Board to present a by-laws amendment to the membership that would reconfigure the Board to have a fixed number of Board members elected from designated regions in the State. In that manner, each region, including Southern California, would be guaranteed a fixed number of seats on the CALAFCO Board.

The CALAFCO Board set up a committee to study the Southern California proposal as well as other alternative governance structures. After considering the committee's report, the CALAFCO Board decided not to implement any restructuring in 2009 and began a discussion among the LAFCOs concerning the possibility of setting up regions.

The CALAFCO Board is asking for input from the individual LAFCOs concerning the establishment of regions within the organizational structure of CALAFCO. The rationale in support of regions is for CALAFCO to adopt and support a long-term goal of regionalization. LAFCO commissioners and staff would meet periodically within the regions. The feature of using regions to select CALAFCO Board members is not currently being considered, but the CALAFCO membership could be asked to consider this feature in the future.

CALAFCO is asking four questions concerning the possibility of regional restructuring. Before addressing these questions, I offer some observations regarding the current state of the association:

- CALAFCO is doing a good job on a small budget to conduct its core mission--training commissioners and staff.
- CALAFCO benefits from the breadth and number of LAFCOs that are members and participate in CALAFCO activities. At this point, only one or two LAFCOs are not members. This breadth also helps the association in having high credibility with the Legislature.
- The association should make adjustments in an effort to keep the maximum number of LAFCOs in the association.
- Any restructuring should not cost much or detract from the training activities of the association--the website, the annual meeting, the staff workshop, the listserve forums, and CALAFCO University.

FOUR QUESTIONS FROM CALAFCO

a) Does having a regional forum make sense for your LAFCO?

Answer: Not really. Most LAFCO issues do not correlate with geographic regions. When regional issues come up now, the staffs can quickly organize a de facto discussion group or set up a regional meeting, if needed.

However, establishing regions would be acceptable if CALAFCO decides that this change would be helpful to address the Southern California concerns, and would not detract from its core training mission. Regionalization should not pull any resources away from the training program.

b) What are some of the common interests you believe you share with your neighboring LAFCOs?

Answer: We share multi-county districts with each of the four adjacent counties: San Mateo, Santa Clara, San Benito, and Monterey.

c) Would you participate in occasional regional meetings?

Answer: The commissioners and staff members would evaluate the program to determine whether attending regional meetings would be worthwhile, particularly whether attending the regional meetings would be more worthwhile than attending the staff workshop, the annual conference, or an occasional CALAFCO University course.

d) Which LAFCOs would you want to see included in your region.

Answer: Monterey, San Benito, and Santa Cruz counties are the AMBAG region and should be kept together.

MORE QUESTIONS THAT SHOULD BE DEBATED DURING CALAFCO RESTRUCTURING

During 2009, CALAFCO has been reacting to the Southern California initiative. As CALAFCO continues to pursue restructuring in 2010, the association board and members may benefit from broadening the discussion beyond regionalization. Additional questions that could broaden the debate are:

- What work of CALAFCO is most appreciated by individual LAFCOs? How can this be maintained even if some of our members leave the organization?
- What is the best structure for CALAFCO to provide services (education and problem solving) for its members?
- What is the best structure for CALAFCO for individual LAFCO success?
- Presently CALAFCO is limited to using no more than 15% of its budget for legislative work. Is 15% already too much? How should the association's legislative positions be made to promote the best interests of the association and individual LAFCOs?



LOCAL AGENCY FORMATION COMMISSION
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(707) 565-2577 FAX (707) 565-3778
www.sonoma-county.org/lafco

December 7, 2009

Bill Chiat
Executive Director
California Association of Local Agency Formation Commissions
1215 K Street, Suite 1650
Sacramento, CA 95814

Re: Opposition to Proposal Establishing Regions for CALAFCO

Dear Bill:

In response to your request, on behalf of the CALAFCO Board of Directors, to provide input regarding the proposed creation of regions within the Association, the Sonoma LAFCO Commission discussed this issue for the second time at its December 2 meeting. The Commission initially considered the proposal at its October 7 meeting and subsequently received both a written report from staff, including summary of the discussion at the Annual Business Meeting, and an oral report from Commissioner Teresa Barrett, who attended that meeting as Sonoma LAFCO's Voting Delegate.

The Commission unanimously and strongly opposes creation of regions within the Association. Several reasons were cited:

- Commissioners felt that attendance at additional meetings would not be a beneficial use of their time.
- Commissioners noted that Sonoma LAFCO staff already maintains ongoing communications and sharing of valuable information with other LAFCO staff, whether through emails or telephone conversations, at periodic meetings, or via attendance at CALAFCO conferences, workshops, and University classes. Information is conveyed to Commissioners, on a regular basis, to keep them updated on current and upcoming issues and concerns.
- Commissioners noted that the proposal, as put forth, would require additional funding for attendance at meetings (by Commissioners and/or staff) as well as a likely contribution towards a stipend for a proposed deputy executive officer for

COMMISSIONERS

<u>County Members:</u>	<u>Special District Members</u>	<u>Public Members</u>	<u>City Members</u>
Paul Kelley, Chair	Ray Brunton	Jean Kapolchok	Steve Allen
Mike Kerns	Mark Bramfitt	Mark Ihde, Alternate	Teresa Barrett
Efren Carrillo, Alternate	Albert Giordano, Alternate		Pam Stafford, Alternate

the region. Being cognizant of our funding agencies' financial situation, the Commission has reduced our budget and would find it difficult to expend additional funds for further regional activities.

- Commissioners believe that creating a larger staff structure for CALAFCO would not provide beneficial effects for our LAFCO.

Should you have questions about the Commission's position, please contact the Sonoma LAFCO staff.

Sincerely,

A handwritten signature in cursive script that reads "Paul Kelley". The signature is written in black ink and is positioned above the typed name and title.

Paul Kelley, Chair

c: Sonoma LAFCO Commissioners



MEMORANDUM

Date: October 21, 2009

Re: Ventura LAFCo Commissioner Comments on CALAFCO Regional Restructuring

Reasons to support restructuring:

- Having regions that share common issues will enhance communications and encourage problem solving in the region.
- Defined regions will encourage interaction and provide training/workshop opportunities and sharing of ideas.
- Regions would provide greater influence in lobbying and legislative decisions
- Regions would encourage more Commissioners to get involved with CALAFCO Board

Potential Region Members

- Ventura/Santa Barbara/San Luis Obispo Counties
 - Similar issues face these three counties, including preservation of agriculture and open space, preventing sprawl and urbanization, similar land use and transportation issues, coastal issues, air quality.
 - VCTC works closely with elected officials from Santa Barbara County on transportation issues
 - Other similarities – share similar geography (coast, coastal mountains, prime agricultural areas. industry), similar weather, “rural” feel, population.
 - Same as League of California Cities Channel Counties Division
 - Same as California Chapter of the American Planning Association Central Coast Section
- Ventura/Los Angeles/Orange Counties
 - East end of Ventura County shares some similar issues with LA County
 - Change may be good
 - All part of SCAG
- LA/Santa Barbara/Kern/San Luis Obispo/Monterey
 - Based on geographic proximity

Ventura LAFCo Staff Comments

- Staff views the counties to the north (Santa Barbara, San Luis Obispo, Monterey) as having the most in common with Ventura in terms of LAFCo issues. We sometimes contact staff of these LAFCos for professional advice and suggestions. We routinely review and compare their policies when exploring revisions to ours. We face similar issues and have similar concerns regarding the preservation of agriculture and open space, land use issues, urbanization, and the impacts of extending services into rural areas. These counties share a thriving agricultural industry, similar population size/density and geography (see table below).
- Staff's experience with LA and Orange LAFCo reveals few similarities from a LAFCo perspective, particularly with Los Angeles County. Combined, these two counties have 122 cities and nearly 14 million people. Staff is aware of at least five areas that are exploring/seeking incorporation. There is substantially less farmland in these two counties and much smaller agricultural industries. Preservation of agriculture is much less of an issue. The pattern of development that is so pervasive in LA and Orange Counties (essentially sprawl) is something that Ventura LAFCo staff works to avoid. We typically do not seek guidance/advice on local issues from these LAFCos.

County	Population	Population density per sq. mile	Number of Cities	Value of Ag production	Acres in farms/pasture (% of county)
Ventura	836,000	445	10	\$1.5 billion	259,000 (22%)
Santa Barbara	431,000	156	8	\$1.1 billion	727,050 (42%)
San Luis Obispo	270,000	81	7	\$654 million	1,369,604 (64%)
Monterey	432,000	129	12	\$3.8 billion	1,327,972 (62%)
Los Angeles	10,394,000	2,537	88	\$253 million	108,463 (4%)
Orange	3,140,000	3,982	34	\$255 million	87,435 (17%)

YUBA COUNTY LOCAL AGENCY FORMATION COMMISSION

JOHN BENOIT, EXECUTIVE OFFICER

526 C STREET
MARYSVILLE, CA 95901

Phone (530)749-5467
Fax (530)740-4836
URL www.yubalafco.org



December 29, 2009

CALAFCo Board of Directors
1215 K. Street, Suite 1650
Sacramento, CA 95901

RE: Input from Yuba LAFCO regarding a regional proposal for CALAFCo

Dear Members of the Board of Directors:

The Yuba Local Agency Formation Commission has reviewed the Memorandum from CALAFCo dated November 18, 2009 and does not support the concept of having regions for CALAFCo. The main reasons we are not supporting regions at this time is due to cost and that there has been no decision by the Board of Directors to have regions. Our Commission does not have any idea of what the financial implications of having regions will be to Yuba LAFCO. Any decision to have regions must include an estimate of the costs to each LAFCO.

Sincerely,

A handwritten signature in cursive script that reads "Enita Elphick".

Enita Elphick
Chair, Local Agency Formation Commission

From: Bill Chiat, CALAFCO Executive Director
Sent: Wednesday, January 20, 2010
Subject: Update on CALAFCO Board Action on Regional Proposal

Dear Executive Officers:

As you know, the CALAFCO Board of Directors met last Friday. The meeting largely dealt with the regional proposal that the Board presented to the membership at the annual meeting last October. That proposal was to create regions simply for the purpose of communication, and to retain the current statewide election process. Previously I sent you the Board Agenda Packet with the staff report and member comments on the proposal.

All 15 members participated in the meeting. The Board held a thoughtful discussion of how to proceed, particularly with the likelihood that at least five members would leave if another path was not found. Paramount in their consideration was the best interest of CALAFCO and the critical importance of preserving the membership of all LAFCoS. The Board recognized that without the current 57 members, CALAFCO would no longer carry the influence that it currently enjoys with state decision-makers and would face severe budget deficiencies. It would also lose the expertise and involvement of members who have made significant contributions to CALAFCO and member LAFCoS over the past 38 years. The Board carefully reviewed the comments and feedback from members, results from the 'clicker session' at the annual conference, and the staff reports and comments.

The Board received critical new information in late December and early January that some members have or will be giving notice to end their participation in CALAFCO. These members felt that the interests of their region are not represented within the Association. To date, four LAFCoS have given notice and another LAFCo is considering a similar action in the immediate future. Those letters were included in the Board Agenda Packet.

As a direct result of this new information, the Board moved for a change in direction.

The Board did not adopt the October 2009 proposal to establish regions for the purpose of meeting, sharing ideas or sharing resources. It recognized that those relationships were already happening where appropriate and it did not want to create the need for additional meetings or costs to the members. More important, the October proposal did not address the fundamental concern about lack of balanced representation on the Board of Directors.

Instead, the Board reconsidered and approved a variation of the original recommendation of the Ad Hoc Committee presented on 15 May 2009. That recommendation is to elect Board Members by region rather than statewide. The Board recognized that the real value will be to ensure that the Board of Directors is balanced and representative of the broad range of LAFCo interests: rural-urban-suburban; north-south; coastal-mountain-valley; city-county-special district-public. It is truly in that balance that CALAFCO finds its foundation of credibility and objectiveness with state decision makers.

This was a difficult decision for the Board members. The change in direction was taken because the Board believes it is critical to keep CALAFCO together as a statewide organization, and that this immediate action is the best approach to retain the Association and the benefits it brings to its members.

Therefore the Board decided to create regions within the state only for the purpose of electing representatives to the CALAFCO Board. There were three separate votes taken on various aspects of the proposal. All were unanimous of those present. The components of the recommendation are briefly described below. We are still working out some of the final details and language. As more information is available I will forward it to you. In the meantime, here is the outline:

1. Four regions would be established within CALAFCO (northern, coastal, central and southern). The existence of four regions would be established in the Bylaws; however the specific counties in each region would be by policy so they can be changed by the Board in the future if requested by members.
2. Each region would have one city, one county, one special district and one public member; increasing the Board from 15 to 16 members.
3. Each region would elect its own four members by region. Elections would be done in caucus by each region at the CALAFCO annual conference.
4. The regional elections would commence at the Palm Springs conference in October, 2010. This will require a change in the Bylaws this spring. The Board directed staff to prepare a mailed ballot for members in late May so that the final results are known in early July for Board nominations and dues notices.
5. The Board agreed to a "fresh start" election in October. All 16 seats will be up for election; 8 for a one-year term and 8 for a two-year term.

We are currently working on the specific proposed Bylaw language, policy manual language and the regional map. The Board will be reviewing and voting on that language in the next two weeks. Once that is approved we will prepare complete information packets for each LAFCo to review and share with your commission. CALAFCO Board members and staff will be available to meet with your commission if requested to explain the proposal and answer questions.

It is clear from the discussion at the Board meeting and with members that this proposal will result in a stronger Board and stronger Association. **Member support is critical.** Without the support of the members it is also clear that the future of CALAFCO is in doubt.

I look forward to talking with you more regarding the proposal as the details are completed. Thank you for your consideration. Cheers! BC

Bill Chiat
Executive Director

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916/442-6536

www.calafco.org

