

Corkey Harmon  
County Member

Chris Kelstrom  
County Member

Allen Long  
County Member Alternate

Susie Baugh  
City Member

Mike Littau  
City Member

Pam Morgan  
City Member Alternate



Fred Ryness  
Special District Member

Ronnean Lund  
Special District Member

Rosemary Smith  
Special District Alternate

Larry Russell  
Public Member

Michael Spencer  
Public Member Alternate

## **EXECUTIVE COMMITTEE MEETING**

Wednesday, May 14, 2025 at 10:30 a.m.  
1274 Court Street, Redding, CA 96001

## **AGENDA**

### **1. CALL TO ORDER**

- a. Roll Call

### **2. PUBLIC COMMENT**

*Members of the public are invited to address the Commission at this time regarding any item not scheduled for discussion as part of this agenda, and that are within the jurisdiction of LAFCO. Comments may be limited to three (3) minutes per person. No action will be taken by the Commission at this meeting as a result of items presented at this time.*

### **3. AGENDA ADOPTION**

- a. Agenda - Additions/ Changes
- b. Business/ Campaign Conflict Disclosures

*Note: Only the following additions/changes are permitted: (1) to change the order of noticed agenda items, (2) determine to continue or not consider a noticed agenda item, or (3) discussion/action on an item not appearing on the posted agenda if a defined statutory emergency situation is determined to exist by majority vote (G.C. 56954.2(b)(1) and G.C. 54956.5).*

### **4. BUSINESS ITEMS (POTENTIAL ACTION)**

- a. Adopt Executive Committee Meeting Minutes from March 6, 2025
- b. Bank Statements: March and April 2025
- c. Planwest Partners Invoices: March and April 2025
- d. Banking Service Options
- e. June 5, 2025 Regular Commission Meeting Agenda
- f. Final FY2025-26 Budget

### **5. INFORMATIONAL ITEMS**

- a. CALAFCO Update
- b. Status of Current and Future Applications
- c. Status of Municipal Service Review/ Sphere of Influence Updates

### **6. COMMISSIONER COMMENTS**

### **7. MEETING ADJOURNMENT**

## SHASTA LAFCO

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*If you choose not to observe the LAFCo meeting but wish to make a comment on a specific agenda item, please submit your comment via email by 5:00 p.m. the day prior to the meeting. Please submit your comment to [krystle@shastalafco.org](mailto:krystle@shastalafco.org). Your comment will be placed into the record at the LAFCo meeting.*

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### *Notice:*

This agenda has been posted at least 72 hours prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act. The full agenda packet (including staff reports) is also available on the LAFCO website at [www.shastalafco.org](http://www.shastalafco.org).

For items appearing on the agenda, the public is invited to make comments at the time the item comes up for consideration by the Commission. The Chair will call for public comment as each item is heard by the Commission. For items not appearing on the agenda, the public is invited to make comments during the Public Comment period for non-agenda items. All speakers are invited to state their names but are not required to do so. If you wish to submit written material at the meeting, please supply 10 copies.

### *FPPC - Notice to All Parties and Participants in LAFCO Proceedings:*

State law requires that a participant in LAFCo proceedings who has a financial interest in the decision and who has made a campaign contribution to any Commissioner in the past year must disclose the contribution. If you are affected, please notify LAFCo staff before the hearing.

### *Americans with Disabilities Act:*

Commission meetings are held in a wheelchair accessible facility. Individuals requiring special accommodation to participate in this meeting are requested to contact the LAFCO representatives at (707) 825-8260. Notification 48 hours prior to the meeting will enable the Commission to make reasonable arrangements to ensure accessibility to this meeting.

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## **EXECUTIVE COMMITTEE MEETING**

Thursday, March 6, 2025 at 9:00 a.m.  
1274 Court Street, Redding, CA 96001

## **DRAFT MEETING MINUTES**

### **1. CALL TO ORDER**

Chairman Russell called meeting to order at 9:00 a.m. at the Underwood Law Offices P.C. Conference Room, 1274 Court Street, Redding, CA 96001

a. Roll Call

**Present:** Chairman Russell and Commissioner Ryness

**Absent:** None

**Staff Present:** Executive Officer Krystle Heaney; Legal Counsel Jim Underwood

### **2. PUBLIC COMMENT**

No public comment was provided.

### **3. AGENDA ADOPTION**

a. Agenda - Additions/ Changes

Counsel Underwood noted that the email for his office was listed incorrectly on the agenda. This will be updated for future agendas.

b. Business/Campaign Conflict Disclosures

No changes were made to the agenda and no disclosures were made.

Motion Ryness/ Russell to adopt the agenda. Motion passed by 2-0-0 voice vote.

### **4. BUSINESS ITEMS (POTENTIAL ACTION)**

a. Adopt Executive Committee Meeting Minutes from November 27, 2024

Commissioners reviewed the November 27, 2024, Executive Committee meeting minutes.

Motion Ryness/ Russell to adopt the meeting minutes from the November 27, 2024, Executive Committee meeting. Motion passed by 2-0-0 voice vote.

b. April 3, 2025 Regular Commission Meeting Agenda

Commissioners reviewed and provided comment on the draft April 3, 2025, Regular Commission meeting agenda. It was noted that there will be several new Commissioners and as such, a brief LAFCO 101 will be provided by the Executive Officer.

Motion Ryness/ Russell to approve the agenda. Motion passed by 2-0-0 voice vote.

c. Bank Statements – November 2024 to February 2025

Commissioners reviewed the US Banks statements. It was noted that a unauthorized charge was made for ATT in February 2025. EO Heaney is currently investigating this charge and will report back at the next meeting.

d. US Bank Account Fraud Protection Services

EO Heaney reviewed the staff report and noted that over the past year there have been multiple unauthorized charges to the Commission's Operational account. She provided an overview of options to help prevent future fraudulent charges including changing bank accounts, adding fraud protection services to the existing account, or banking with the County. The Committee directed the EO to gather additional information on the cost and time requirements for each option and report back at the next Executive Committee meeting.

e. Planwest Partners Invoices: November 2024 to February 2025

Commissioners reviewed the November 2024 to February 2025 Planwest Partners Invoices.

Motion Ryness/ Russell to approve the November to February 2025 invoices. Motion passed by 2-0-0 voice vote.

f. Proposed FY2025-26 Budget

EO Heaney provided an overview of the proposed FY2025-26 budget and noted changes from the prior year. Committee members and legal counsel provided feedback on the format of the budget and requested that prior year actuals be included in the proposed budget that is presented to the full Commission.

g. 2025 CALAFCO Staff Workshop (April 30 – May 2)

EO Heaney noted that the next CALAFCO staff workshop will be occurring at the end of April in Temecula, CA. She also requested that the Committee consider allocating funds to cover hotel and registration fees for the workshop and noted that Planwest will be paying for her time and travel expenses. The Committee agreed that Shasta LAFCO could cover hotel and registration fees which are to be included on the next Planwest Partners invoice.

It was also noted that CALAFCO is going through a difficult transition period due to the resignation of the prior Executive Director and past actions by the Board of Directors. Several Southern California LAFCOs have opted to not renew their membership for the upcoming fiscal year, but may reconsider for the following fiscal year if CALAFCO is able to make positive changes.

## 5. INFORMATIONAL ITEMS

a. Status of Current and Future Applications

Commissioners received an informational report from EO Heaney on the status of current and future applications. The only active application on file is for CSA #8 – Palo Cedro. There has been no communication from the applicant in several months.

EO Heaney reported that she received a request for information from the City of Redding regarding a potential water line connection that may require detachment from the neighboring CSD and subsequent annexation to the City.

b. Status of Municipal Service Review/Sphere of Influence Updates

Commissioners received an information report from EO Heaney on the status of MSR / SOI Updates and asked clarifying questions. The CSA #1 MSR/SOI Update has been reviewed by Chair Russell and was sent to CAL FIRE Chief Sean O'Hara and the County Administrative Office for review and comment.

Staff is continuing to work on the Burney FPD and Fall River Valley FPD and has started on updates for CSA #3 and #6. As the MSR budget is limited, work on the Fall River Valley FPD and CSAs MSRs will likely have to wait until next fiscal year.

**6. COMMISSIONER COMMENTS**

Commissioner Ryness noted that he would still like to get hats for the Commissioners but the person he was working with is no longer able to make the hats.

**7. MEETING ADJOURNMENT - 10:00 AM**

DRAFT

**Bank Statements Removed for Security**

DATE:	03-31-2025
INVOICE #:	25-135-03
TOTAL DUE:	\$ 9,821.37

## BILL TO:

Shasta LAFCO  
PO Box 8693  
South Lake Tahoe, CA 96158

## PAY TO:

Planwest Partners, Inc  
P.O. Box 4581  
Arcata, CA 95518  
Tax ID #: 90-0262382

**PROJECT: SHASTA LAFCO PLANNING AND STAFFING SERVICES MARCH 2025**

### Municipal Service Reviews (MSR) / Sphere of Influence (SOI) Updates

Updated Administrative Draft MSR/SOI Update based on comments received. Submitted document to legal counsel for review. Prepared Public Hearing Draft document with input from Fire Chief and CAO. Drafted staff report for inclusion in the April 3<sup>rd</sup> agenda packet.

### Staffing Services

Responded to public requests for information including the reorganization process for potential city annexation and CSD detachment. Reviewed QuickBooks transactions and updated financial records based on current expenses. Contacted US Bank about excessive Analysis Service charge. Transferred all server files to online cloud storage. Conducted inventory of Redding office in preparation of disposal of assets. Assessed potential value of assets and prepared staff report regarding designation of surplus equipment for next regular commission meeting. Finalized proposed FY2025-26 budget and workplan. Drafted staff reports for April 3<sup>rd</sup> Regular Commission meeting and sent print copies to Commissioners upon request.

Prepared for and conducted March 6<sup>th</sup> Executive Committee meeting in Redding. Met at the Redding Library with representatives from a volunteer fire department regarding potential establishment of a new fire district.

MSR/SOI Update Amount Due: \$ 2,246.25

Staffing Services Amount Due: \$ 6,770.12

GIS Services: \$805.00

**TOTAL AMOUNT DUE THIS INVOICE: \$ 9,821.37**

*(see attached spreadsheets for detailed cost breakdown)*

Staffing Services Contract: \$ 114,000.00

Total Billed to Date: \$ 91,940.73

Amount Remaining: **\$ 24,814.27**

## Shasta LAFCO Staffing Services - March 2025

Planwest Partners Inc.			Hours and Expenses								
Project Task	Account	Budget	Principal	EO / Senior Planner	Associate Planner	Assistant Planner	GIS Analyst	Expense	Total Cost March 2025	Total Cost FY-to-Date	Remaining
			C. Santsche	K. Brogna	S. Wickman	A. Chung	L. Choy				
Hourly Rate			\$170	\$145	\$135	\$115	\$115				
MSR/SOI - Review and Analysis		\$25,000.00							\$2,246.25	\$24,407.50	\$592.50
City of Anderson									\$0.00	\$6,146.25	
CSA #3 and CSA #6									\$0.00	\$857.50	
CSA #1 - Shasta County Fire				14.50		0.75	0.50		\$2,246.25	\$16,296.25	
Burney FPD MSR/SOI Update									\$0.00	\$1,035.00	
MSR/SOI Updates									\$0.00	\$72.50	
Staffing Services		\$84,000.00							\$6,770.12	\$62,950.73	\$21,049.27
General Staffing Services	52006		0.25	10.00		6.50			\$2,240.00	\$32,128.91	
Accounting	52006			6.50					\$942.50	\$8,718.75	
Policies and Procedures Update	52006								\$0.00	\$0.00	
Staff Coordination	52006								\$0.00	\$785.00	
Noticing, Staff Reports, and Budgeting	52006			9.00		7.75		\$98.52	\$2,294.77	\$8,006.65	
Public / Agency Information Requests	52006			3.00					\$435.00	\$4,073.75	
Budget Preparation	52006								\$0.00	\$72.50	
Commission Meetings	52006								\$0.00	\$4,247.32	
Executive Committee Meetings	52006			3.50				350.35	\$857.85	\$4,917.85	
GIS Services		\$5,000.00							\$805.00	\$1,827.50	\$3,172.50
Public/ Agency Information Requests							7.00		\$805.00	\$1,827.50	
Application Processing / Pre-App Review Expenses		Deposit							\$0.00	\$2,755.00	
CSA #4 - Dissolution									\$0.00	\$217.50	
Old Shasta FPD - Formation by Petition		\$30,000.00							\$0.00	\$2,465.00	
Staff Hours			0.25	46.50	0.00	15.00	7.50				
Total		\$114,000.00	\$42.50	\$6,742.50	\$0.00	\$1,725.00	\$862.50	\$448.87	\$9,821.37	\$91,940.73	\$24,814.27





## Office Supplies

**BILL TO:** Shasta LAFCO

**PROJECT:** Shasta LAFCO Staffing Services

**NVOICE #** 25-135-03

**DATE:** 3/31/2025

Account	Title	Qty	Type	Description	Cost/ Unit	Total
	Postage	3	Flat-sized envelope, priority	Mailer to Commissioner Ryness, Chair Russell, and Alternate Commissioner Morgan - Agenda packets	\$10.10	\$30.30
	Printing (McDonald's Budget Printing)	1	8.5" x 11" B&W	Printing of two agenda packets (Commissioner Lund and Alternate Commissioner Spencer)	\$34.32	\$34.32
	Printing	339	8.5" x 11" B&W	Printing of three agenda packets (Commissioner Ryness, Chair Russell, Alternate Commissioner Morgan)	\$0.10	\$33.90
<b>SUBTOTAL</b>						<b>\$98.52</b>
<b>TOTAL</b>						<b>\$98.52</b>

DATE:	04-30-2025
INVOICE #:	25-135-04
TOTAL DUE:	\$ 9,562.44

## BILL TO:

Shasta LAFCO  
PO Box 8693  
South Lake Tahoe, CA 96158

## PAY TO:

Planwest Partners, Inc  
P.O. Box 4581  
Arcata, CA 95518  
Tax ID #: 90-0262382

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**PROJECT: SHASTA LAFCO PLANNING AND STAFFING SERVICES APRIL 2025**

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### Municipal Service Reviews (MSR) / Sphere of Influence (SOI) Updates

Reviewed comments received on CSA #1 MSR/SOI Update and followed up with Fire Chief and CAO. Continued drafting Burney FPD MSR/SOI Update. Created draft maps for boundary, land use, and disadvantaged communities.

### Staffing/GIS Services

Responded to public requests for information including information on county special districts for CSDA. Conducted research on establishment of fire services in northern Shasta County. Reviewed QuickBooks transactions and updated financial records based on current expenses. Reached out to potential part-time accountant for assistant with reconciling accounts and quarterly review of finances. Prepared for and conducted April 3<sup>rd</sup> Regular Commission meeting at the City of Redding Council Chambers. Prepared and sent out Proposed Budget notice to member agencies. Traveled to Temecula, CA for CALAFCO Annual Staff Workshop.

Continued work with Board of Equalization on boundary discrepancies for CSA #1, Fall River Valley FPD, and Burney FPD.

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*MSR/SOI Update Amount Due: \$ 1,295.00*

*Staffing Services Amount Due: \$ 6,599.94*

*GIS Services: \$ 1,667.50*

**TOTAL AMOUNT DUE THIS INVOICE: \$ 9,562.44**

*(see attached spreadsheets for detailed cost breakdown)*

Staffing Services Contract: \$ 114,000.00

Total Billed to Date: \$ 101,503.17

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Amount Remaining: **\$ 15,251.83**

## Shasta LAFCO Staffing Services - April 2025

Planwest Partners Inc.			Hours and Expenses								
Project Task	Account	Budget	Principal	EO / Senior Planner	Associate Planner	Assistant Planner	GIS Analyst	Expense	Total Cost April 2025	Total Cost FY-to-Date	Remaining
			C. Santsche	K. Brogna	S. Wickman	A. Chung	L. Choy				
Hourly Rate			\$170	\$145	\$135	\$115	\$115				
MSR/SOI - Review and Analysis		\$25,000.00							\$1,295.00	\$25,702.50	-\$702.50
City of Anderson									\$0.00	\$6,146.25	
CSA #3 and CSA #6									\$0.00	\$857.50	
CSA #1 - Shasta County Fire				1.00					\$145.00	\$16,441.25	
Burney FPD MSR/SOI Update						10.00			\$1,150.00	\$2,185.00	
MSR/SOI Updates									\$0.00	\$72.50	
Staffing Services		\$84,000.00							\$6,599.94	\$69,550.67	\$14,449.33
General Staffing Services	52006			12.00		13.25		\$1,222.00	\$4,485.75	\$36,614.66	
Accounting	52006			5.50					\$797.50	\$9,516.25	
Policies and Procedures Update	52006								\$0.00	\$0.00	
Staff Coordination	52006								\$0.00	\$785.00	
Noticing, Staff Reports, and Budgeting	52006								\$0.00	\$8,006.65	
Public / Agency Information Requests	52006			3.00					\$435.00	\$4,508.75	
Budget Preparation	52006			0.50				35.64	\$108.14	\$180.64	
Commission Meetings	52006			3.00				\$338.55	\$773.55	\$5,020.87	
Executive Committee Meetings	52006								\$0.00	\$4,917.85	
GIS Services		\$5,000.00							\$1,667.50	\$3,495.00	\$1,505.00
Public/ Agency Information Requests							14.50		\$1,667.50	\$3,495.00	
Application Processing / Pre-App Review Expenses		Deposit							\$0.00	\$2,755.00	
CSA #4 - Dissolution									\$0.00	\$217.50	
Old Shasta FPD - Formation by Petition		\$30,000.00							\$0.00	\$2,465.00	
Staff Hours			0.00	25.00	0.00	23.25	14.50				
Total		\$114,000.00	\$0.00	\$3,625.00	\$0.00	\$2,673.75	\$1,667.50	\$1,596.19	\$9,562.44	\$101,503.17	\$15,251.83

<b>Expenses</b>		
Mileage (mi@0.70/mi)	260mi	\$182.00
Hotel & Meals (Commission Meeting)		\$156.55
Hotel (CALAFCO Workshop)		\$597.00
Printing & Postage (see separate sheet for detail)		\$35.64
Registration (CALAFCO Workshop)		\$625.00
<b>Total</b>		<b>\$1,596.19</b>



## Office Supplies

**BILL TO:** Shasta LAFCO

**PROJECT:** Shasta LAFCO Staffing Services

**NVOICE #** 25-135-04

**DATE:** 4/30/2025

Account	Title	Qty	Type	Description	Cost/ Unit	Total
	Office Supplies	36	Standard envelope	Proposed Budget Mailing 04/24/25	\$0.05	\$1.80
	Office Supplies	6	Label sheet	Proposed Budget Mailing 04/24/25	\$0.30	\$1.80
	Postage	36	Standard postage (metered)	Proposed Budget Mailing 04/24/25	\$0.69	\$24.84
	Printing	72	8.5" x 11" B&W	Proposed Budget Mailing 04/24/25	\$0.10	\$7.20
<b>SUBTOTAL</b>						<b>\$35.64</b>

**TOTAL \$35.64**

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## AGENDA ITEM 4.D.

**Date:** May 14, 2025

**From:** Krystle Brogna, Executive Officer

**Subject:** **Banking Service Options**

The Committee will consider changing the provider for our banking services.

### BACKGROUND

Shasta LAFCO banks independently from the County and other agencies. The Commission's operations and savings accounts are currently held at US Bank and serviced through their Commercial Services division.

### DISCUSSION

During the last year, the Commission's operation account has seen multiple charges that were not authorized by the Executive Officer or other signers on the account. These charges added up to a total of \$1,967.03 from July 2024 to February 2025. The total amount has been refunded to LAFCO's operational account but has also incurred substantial service charges from US Bank of over \$700.

Upon request of the Executive Committee, the Executive Officer researched the potential expense and time commitments of three alternatives for review and consideration of the Committee, as detailed below:

#### US Bank with Fraud Protection Services

US Bank has provided the Commission with ACH positive pay free of charge. This means that any ACH transactions that are initiated have to be manually approved before they are paid. The EO must login to the US Bank online portal everyday to review and approve any ACH charges that have been initiated. Monthly analysis services charges will continue to be charged by the bank and range from \$25-\$35 for an annual total of approximately \$300 to \$420 per year.

#### Banking with the County

The County Auditor's Office provides financial services for many agencies throughout Shasta County. Funds are held by the county and agencies submit claims and journal entries when transactions are needed. The County Auditor has suggested the following contracted rates for services:

1. Initial costs would be calculated using the last actual cost plan for districts for FY2023-24. After three years of billing, rates would be re-evaluated to ensure that all costs are being captured.
2. Initially, transactions would be processed through the Auditor's office at a rate of \$28 per line that is posted to the General Ledger. This rate includes transaction auditing services, cutting checks, reversals, deposits, journals, access to system reports, and other necessary actions.

3. Additional Treasurer fees would be charged based on the number of checks/ ACH items issued. It is estimated that this would run about \$2 per year.
4. If the LAFCO budget is uploaded to the County's finance system, there would be a 0.0002 charge for each dollar in the budget. This would equate to roughly \$45 per fiscal year for LAFCO. Uploading the budget would allow LAFCO staff to submit budget amendments, run budgets vs actuals, and manage expenses in real time.

LAFCO has minimal transactions unless there are applications filed. At three transactions per month, with additional transactions to deposit annual member contributions, it can be reasonably estimated that there would be approximately 70 transactions (or line items) per year for a total charge of roughly \$2,100 per year. Banking with the County would eliminate the need for an annual subscription to QuickBooks Online which would be a savings of approximately \$970 based on current subscription rates.

#### Banking with Wells Fargo

Wells Fargo offers special governmental banking services similar to US Bank. Upon consultation, a banker provided the EO with the next steps for establishing an account with the bank. Required documents include a resolution of approval, tax identification, and an authorized signer agreement. Monthly service charges would be \$10 per month but this can be waived if there is a minimum daily balance of \$500 or the average ledger balance is \$1,000. Authorized signers could deposit funds and speak with a banker about services at any local branch. However, more complex transactions such as transfers, would need to be handled by the bank's commercial services department via email/phone. Wells Fargo does not offer savings accounts for government entities, but they do offer Certificate of Deposit (CD) accounts. As of May 9, 2025, CD accounts are being offered at 2% Annual Percentage Yield (APY).

#### **RECOMMENDATION**

Staff recommends the Committee review and discuss options for banking services and provide direction to staff.

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## **REGULAR COMMISSION MEETING**

Thursday, June 5, 2025 at 9:00 a.m.  
City of Anderson Council Chambers  
1887 Howard St, Anderson CA 96007

## **AGENDA**

### **1. CALL TO ORDER**

- a. Roll Call
- b. Pledge of Allegiance – Commissioner Baugh

### **2. PUBLIC COMMENT**

*Members of the public are invited to address the Commission at this time regarding any item not scheduled for discussion as part of this agenda, and that is within the jurisdiction of LAFCO. Comments may be limited to three (3) minutes per person. No action will be taken by the Commission at this meeting as a result of items presented at this time.*

### **3. AGENDA ADOPTION**

- a. Agenda – Additions/ Changes
- b. Business/ Campaign Conflict Disclosures

*Note: Only the following additions/changes are permitted: (1) to change the order of noticed agenda items, (2) determine to continue or not consider a noticed agenda item, or (3) discussion/action on an item not appearing on the posted agenda if a defined statutory emergency situation is determined to exist by majority vote (G.C. 56954.2(b)(1) and G.C. 54956.5).*

### **4. SPECIAL PRESENTATIONS**

- a. Shasta Mosquito and Vector Control District

*The Commission will receive a presentation from District Manager Darcy Buckalew on the Shasta Mosquito and Vector Control District.*

### **5. CONSENT CALENDAR – ACTION ITEM**

*All consent items are considered routine and may be enacted by the Commission under one motion. With concurrence of the Chair, a Commissioner may request that an item be removed for discussion.*

- a. April 3, 2025 Draft Meeting Minutes
- b. March – April 2025 Financial Summary

### **6. ITEMS PULLED FROM CONSENT CALENDAR**

*This item is reserved for any items that the Commission wishes to pull from the consent calendar to discuss prior to taking action.*

## 7. CORRESPONDENCE

- a. CALAFCO Board Retreat Summary Report

## 8. SCHEDULED PUBLIC HEARINGS

*Any member of the public may address the Commission on scheduled public hearing items. The Chair may regulate the order of such presentations and reserves the right to limit the time allowed for each person to speak.*

- a. CSA #1 – Shasta County Fire Department Municipal Service Review and Sphere of Influence Update

*The Commission will continue the Public Hearing for the Municipal Service Review and Sphere of Influence Update for CSA #1 – Shasta County Fire Department and consider adopting Resolution 2025-02 approving the document. This item is considered exempt from CEQA pursuant to Title 14 California Code of Regulations Section 15306 and Section 15061(b)(3).*

- b. Final Budget for Fiscal Year 2025-26

*The Commission will consider adopting Resolution 2025-03 approving the FY2025-26 final budget and directing the Executive Officer to submit the budget to the County Auditor to process invoices for all member agencies.*

## 9. BUSINESS ITEMS

*Business items are for review and possible action by the Commission.*

- a. Discussion of Letter Requesting Change of Composition for Shasta LAFCO

*The Commission will discuss the letter sent to State Senate and Assembly representatives concerning the composition of Shasta LAFCO.*

## 10. EXECUTIVE OFFICER REPORT (INFORMATIONAL ONLY)

*An applicant or member of the public may provide comments on an item at the discretion of the Chair. General direction to staff for future action may be provided by the Commission.*

- a. Status of Municipal Service Review/Sphere of Influence Update Preparations

*The Commission will receive an update on MSR/SOI preparation for Burney FPD, Fall River Valley FPD, and CSAs #3 & #6.*

- b. Status of Current and Future Applications

*The Commission will receive an update on current and future applications.*

## 11. CLOSED SESSION – NONE

## 12. COMMISSIONER ANNOUNCEMENTS (INFORMATIONAL ONLY)

## 13. STAFF ANNOUNCEMENTS

## 14. ADJOURNMENT

*The next Regular Commission Meeting is scheduled for Thursday August 7, 2025, at 9:00am at the Shasta County Board of Supervisors Chambers located at 1450 Court Street, Redding CA 96001.*



## SHASTA LAFCO

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*If you choose not to observe the LAFCO meeting but wish to make a comment on a specific agenda item, please submit your comment via email by 5:00 p.m. the day prior to the meeting. Please submit your comment to [amber@shastalafco.org](mailto:amber@shastalafco.org). Your comment will be placed into the record at the LAFCO meeting.*

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### *Notice:*

This agenda has been posted at least 72 hours prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act. The full agenda packet (including staff reports) is also available on the LAFCO website at [www.shastalafco.org](http://www.shastalafco.org).

For items appearing on the agenda, the public is invited to make comments at the time the item comes up for consideration by the Commission. The Chair will call for public comment as each item is heard by the Commission. For items not appearing on the agenda, the public is invited to make comments during the Public Comment period for non-agenda items. All speakers are invited to state their names but are not required to do so. If you wish to submit written material at the meeting, please supply 10 copies.

### *FPPC - Notice to All Parties and Participants in LAFCO Proceedings:*

State law requires that a participant in LAFCO proceedings who has a financial interest in the decision and who has made a campaign contribution to any Commissioner in the past year must disclose the contribution. If you are affected, please notify LAFCO staff before the hearing.

### *Americans with Disabilities Act:*

Commission meetings are held in a wheelchair accessible facility. Individuals requiring special accommodation to participate in this meeting are requested to contact the LAFCO representatives at (707) 825-8260. Notification 48 hours prior to the meeting will enable the Commission to make reasonable arrangements to ensure accessibility to this meeting.

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Corkey Harmon  
County Member

Chris Kelstrom  
County Member

Allen Long  
County Member Alternate

Susie Baugh  
City Member

Mike Littau  
City Member

Pam Morgan  
City Member Alternate



Fred Ryness  
Special District Member

Ronnean Lund  
Special District Member

Rosemary Smith  
Special District Alternate

Larry Russell  
Public Member

Michael Spencer  
Public Member Alternate

## AGENDA ITEM 4.F.

**Date:** May 14, 2025

**From:** Krystle Brogna, Executive Officer

**Subject:** **Final FY 2025-26 Budget**

The Committee will receive and review the final budget for FY 2025-26.

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### BACKGROUND

Under California Government Code Section 56381, LAFCOs are responsible for annually adopting a proposed budget by May 1st and a final budget by June 15th. State law specifies the proposed and final budgets shall, at a minimum, be equal to the budget adopted for the previous fiscal year unless LAFCO finds the reduced costs will nevertheless allow agency to fulfill its prescribed regulatory and planning duties.

### DISCUSSION

The proposed FY 2025-26 budget proposes a small increase (2%) in member contributions similar to prior years' budgets. At a public hearing on Thursday, April 3, 2025, the proposed FY 2025-26 proposed budget was approved by the Commission with minor changes. The proposed FY 2025-26 budget was provided to all member agencies via mail (USPS) and email. No comments on the proposed budget have been received to date. At this time, the Executive Committee will review the final budget for FY 2025-26 prior to full Commission review and approval at the public hearing scheduled for Thursday, June 6, 2024.

In regard to "Conferences/ Sponsorships", CALAFCO staff has indicated that due to miscommunication during the current transition, Shasta LAFCO is scheduled to host the annual workshop in 2026 instead of 2025. As such, Shasta LAFCO staff recommends that the funding be used to send two representatives to the Annual Conference in San Diego, CA from October 22 - 24, 2025.

### RECOMMENDATION

Staff recommends the Committee review the final budget, provide feedback to staff on budgeted expenses, and provide a recommendation for the full commission.

Attachments:

Attachment A - Final FY 2025-26 Budget

FY 2025-2026 Shasta LAFCO Budget

BUDGET CATEGORIES	FY 2022/23	FY 2023/24	FY 2023/24 Amended	FY 2023/24 Actuals	FY 2024/25 Adopted	FY 2024/25 8-mo Actual	Final FY 2025/26	% difference
REVENUES								
CD Interest	\$0	\$0	\$0	\$0	\$0	\$381	\$0	
Savings Interest				\$7	\$0	\$1	\$0	
Funding Agencies' Apportionments								
Cities	\$68,200	\$69,500	\$69,500	\$69,500	\$70,500	\$70,500	\$71,900	2.0%
Shasta County	\$68,200	\$69,500	\$69,500	\$69,500	\$70,500	\$70,500	\$71,900	2.0%
Special Districts	\$68,200	\$69,500	\$69,500	\$69,500	\$70,500	\$70,500	\$71,900	2.0%
Total Apportionments	\$204,600	\$208,500	\$208,500	\$208,500	\$211,500	\$211,500	\$215,700	2.0%
TOTAL REVENUES	\$204,600	\$208,500	\$208,500	\$208,500	\$211,500	\$211,882	\$215,700	2.0%
Increase from prior FY	0%	2%	~	~	1.44%	~	1.99%	
EXPENSES								
Payroll, Benefits & Retirement Payout								
Employer Expenses								
Clerk/Administrator	\$32,800	\$35,000	\$1,000	\$1,550	\$0	\$0	\$0	
CalPERS Annual Payout <sup>1</sup>	\$50,498	\$50,498	\$50,498	\$50,498	\$50,500	\$50,498	\$50,500	0.0%
Employer Taxes	\$6,030	\$6,300	\$300	\$84	\$0	-\$84	\$0	
Total Employer Expense	\$89,328	\$91,798	\$51,798	\$52,132	\$50,500	\$50,414	\$50,500	0.0%
Total Payroll, Benefits & Retirement	\$89,328	\$91,798	\$51,798	\$52,132	\$50,500	\$50,414	\$50,500	0.0%
Professional Services								
Executive Officer & Staffing Services								
Executive Officer and Clerk	\$52,500	\$57,500	\$84,000	\$87,742	\$84,000	\$64,591	\$86,000	2.4%
MSR/SOI Preparation	\$25,660	\$20,260	\$19,000	\$21,815	\$25,000	\$14,991	\$28,000	12.0%
GIS Services	\$4,000	\$4,500	\$4,500	\$2,475	\$5,000	\$218	\$5,000	0.0%
Total EO and Staffing Services	\$82,160	\$82,260	\$107,500	\$112,032	\$114,000	\$79,799	\$119,000	4.4%
Legal Counsel Services	\$10,000	\$12,500	\$12,500	\$11,161	\$12,500	\$2,669	\$12,500	0.0%
Website Hosting and Maintenance	\$720	\$120	\$2,000		\$2,000	\$777	\$2,000	0.0%
Information/Technology (IT) Services	\$250	\$750	\$3,000	\$1,124	\$2,000	\$109	\$2,000	0.0%
Fiscal Audit Services (Biannual)	\$5,500	\$0	\$8,500	\$525	\$8,500	\$0	\$8,500	0.0%
Total Professional Services	\$98,630	\$95,630	\$133,500	\$124,843	\$139,000	\$83,354	\$144,000	3.6%
Office & Supplies								
Rent	\$7,200	\$7,200	\$7,200	\$7,800	\$7,200	\$4,800	\$600	-91.7%
PO Box Rental					\$140	\$0	\$150	7.1%
Communications (Phone/Internet)	\$1,620	\$1,620	\$2,500	\$1,537	\$1,620	\$1,397	\$150	-90.7%
Tools/ Equipment/ Software	\$0	\$1,012	\$1,500	\$1,209	\$1,230	-\$246	\$1,300	5.7%
Storage Space	\$0	\$0	\$0		\$0		\$1,800	New
Office Supplies Expense	\$950	\$1,300	\$1,000	\$102	\$600		\$100	-83.3%
Postage, Shipping & Printing	\$640	\$600	\$600		\$610		\$700	14.8%
Total Office Services & Supplies	\$10,410	\$11,732	\$12,800	\$10,648	\$11,400	\$5,950	\$4,800	-57.9%
Memberships and Fees								
Bank & Transfer Fees	\$300	\$300	\$300	\$277	\$300	\$157	\$500	66.7%
Conferences/ Sponsorships	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	New
CALAFCO Membership	\$3,650	\$4,000	\$4,000	\$7,993	\$4,000	\$0	\$4,200	5.0%
CSDA Membership	\$0	\$0	\$1,250		\$1,300	\$1,351	\$1,500	15.4%
SDRMA Liability Insurance	\$3,900	\$3,900	\$3,712	\$9,316	\$3,800	\$0	\$4,000	5.3%
Legal Notices	\$1,000	\$1,140	\$1,140	\$139	\$1,200	\$93	\$1,200	0.0%
Total Memberships & Fees	\$8,850	\$9,340	\$10,402	\$17,725	\$10,600	\$1,601	\$16,400	54.7%
TOTAL EXPENSES	\$207,218	\$208,500	\$208,500	\$205,348	\$211,500	\$141,319	\$215,700	2.0%
Total Gain/(Loss)	-\$2,618	\$0	\$0	\$3,152	\$0	\$70,564	\$0	
Contingency Fund								
Contingency Deposit	\$0	\$0	\$0	\$3,152	\$0	\$0	\$0	
Contingency Withdrawal	\$2,618	\$0	\$0	\$0	\$0	\$0	\$0	
Contingency Balance	\$6,186	\$6,186	\$6,186	\$9,338	\$9,338	\$9,338	\$9,338	

1 - Annual payment for prior executive officer retirement plan. As of FY2025-26 there are two more annual payments.

APPLICATION COSTS	FY2021-22 Actuals	FY2022-23 Actuals	FY2023-24 Actuals	FY2024-25 8-mo Actuals
REVENUES				
Application Fees	22,563.38	\$54,986.97	\$3,280.00	\$3,226.00
Other	0.00	\$0.00	\$0.00	\$0.00
TOTAL REVENUES	\$22,563.38	\$54,986.97	\$3,280.00	\$3,226.00
EXPENSES				
Staff Time	\$16,317.32	\$26,220.00	\$22,197.50	\$2,320.00
Legal Services	\$1,320.00	\$3,077.00	\$0.00	\$0.00
CDFW Fees	\$1,150.00	\$81.00	\$0.00	\$0.00
BOE Filing Fees	\$0.00	\$0.00	\$0.00	\$4,885.00
Public Hearing Notice	\$479.75	\$341.00	\$0.00	\$0.00
Other	\$874.68	\$92.00	\$0.00	\$0.00
TOTAL EXPENSES	\$20,141.75	\$29,811.00	\$22,197.50	\$7,205.00
Total Gain/ (Loss)	\$2,421.63	\$25,175.97	(\$18,917.50)	(\$3,979.00)



California Association of  
Local Agency Formation Commissions



SUPPORTING SUSTAINABLE  
COMMUNITY GROWTH



**Strengthening Communication  
& Collaboration for CALAFCO**

# **PLANNING RETREAT SUMMARY REPORT**

March 20–21, 2025



# Executive Summary

The CALAFCO Board of Directors, Regional Officers, and Legal Counsel gathered in Sacramento on March 20–21, 2025, for a two-day planning retreat. Purposes of the retreat were to reflect on the organization's evolution, reaffirm its core values and mission, examine and commit to good governance practices, and advance a renewed focus on transparent communication and unified leadership.

Board members in attendance included Jaron Brandon (day one), Virginia Chang-Kiraly, Kimberly Cox, Gay Jones, Gordon Mangel, Paul Minchella, Anita Paque, Wendy Root-Askew, and Josh Susman. Regional Officers and Legal Counsel included José Henríquez (Interim Executive Director), Steve Lucas, Joe Serrano, Adriana Romo, Clark Alsop (day one) and Paula deSousa.

Also in attendance on day one was Jeni Tickler (Interim Administrative Assistant), Jeren Batchelder-Seibel of Marin LAFCO, and Michelle McIntyre of Placer LAFCO. Kate McKenna of Monterey LAFCO attended both days. Member LAFCO staff present were invited to engage in most of the activities and discussions throughout the day.

Day one of the retreat was facilitated by Pamela Miller, Miller Consulting Group, and day two by Erin LaCombe, CV Strategies.



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## **Pamela Miller**

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## **Erin LaCombe**

President, CEO & Founder, CV Strategies  
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# DAY ONE: *Looking Back,* ← → *Moving Forward*



## The Road To Today

The group began the retreat by establishing shared norms, setting the tone for open dialogue, mutual respect, and productive collaboration throughout the two days. Participants reviewed CALAFCO's 54-year history and reflected on the organization's recent challenges by creating symbolic headlines. These illustrated a shared recognition of past conflict and a renewed commitment to a united future.

These headlines reflect individual retreat participant perspectives shared during the session. They do not reflect the collective perspective or experience of all participants.

## 2024 Headlines

- CALAFCO faces challenges
- Failure to communicate
- CALAFCO Board votes to ignore and isolate the executive officers and their members
- Personal agendas and egos threatened state land use planning policy
- 1925 Telegraph wires cut - 2025 no cell service
- Leadership collusion and mismanagement causes several LAFCOs to leave statewide organization
- Why CALAFCO?
- CALAFCO members weigh value of continued membership amidst divisive decision making
- Storm clouds over CALAFCO
- Not dead yet! CALAFCO working to rise from the ashes like the phoenix
- Dumpster fire only 10% contained
- Destruction, terror and mayhem befalls CALAFCO
- Good governance takes a hit, CALAFCO in crisis
- CALAFCO chaos
- CALAFCO loses sight of who it works for and why
- CALAFCO has wakeup call

## 2025 Vision Headlines

- 55 years strong - CALAFCO representing all 58 counties
- CALAFCO Executive Director welcomes the 58th LAFCO into the fold
- CALAFCO welcomes back members
- CALAFCO group unites on legislative priorities
- CALAFCO is the most prevalent voice for good government in California
- CALAFCO is stronger than ever!
- A rejuvenated CALAFCO celebrates legislative win! LAFCOs now have the power to annex!
- CALAFCO is back and better than ever
- CALAFCO trust is back
- CALAFCO commits to strong, smart planning and governance
- CALAFCO is back stronger than ever





# Lessons Learned



Participants identified critical takeaways from the past year:

- Moving forward, no unfiltered communication
- Need fully transparent communication
- Respect institutional knowledge
- Ensure balanced presentations on issues
- Be open to new ideas
- Respect the organizational culture and each other
- Remember the 2009 upheaval
- Listen to the warning signs
- Everyone needs to express specific concerns not just general dissatisfaction
- Understand the roles of the Executive Officers and the Board
- The Executive Officers and the Board should have worked towards the same goal
- We need to listen to our customers
- We need more communication channels so that we can connect with our members – understand how they want to be communicated with
- There are structural issues creating trust issues - Executive Officers need to have trust in the Executive Director, staff, and Regional Officers
- We cannot marginalize any voice as all voices are important
- The Board is not listening to executive officers
- The Board needs to own and fix it



# The Road Ahead

Focus shifted to a forward-looking view. The road ahead for CALAFCO must be paved with purpose, meaningful values, positive culture, leadership and good governance, and innovative and inclusive reinvention. These were the themes for the remainder of the retreat.

## Purpose/Mission/Values

**Mission:** As a 501(c)(3) nonprofit organization, CALAFCO supports LAFCOs by promoting efficient and sustainable government services based on local community values through legislative advocacy and education.

**Values:** The underlying values that define our organization are dependability, efficiency, honesty, and transparency.



The Board reaffirmed the mission and the values adopted in April 2023 and was asked to reflect on the ways in which CALAFCO was fulfilling its purpose, how the values had been demonstrated by the Board during the past year, and what needs to be done differently to refocus on the mission and values.

## How CALAFCO is fulfilling its purpose:

- Doing the basics
- Offering some education through the existing online training library, conference, workshop, LAFCO 101
- Provide a space to discuss issues and bring LAFCOs together
- Supporting and enacting legislation and moving new bills forward
- Leadership doing self-reflection in trying to fulfill the purpose
- CALAFCO is still here with some brand value
- Given the uniqueness of LAFCOs and CALAFCO, there is still networking value

## What needs to be done differently:






















- Examine "WHY", "HOW", and "WHAT" of our communication
- Review the "HOW" of our educational offerings
- Walk the talk of our values
- Right size expectations (i.e. goals, revenue projections)
- Identify how to hold ourselves accountable, then do it
- Increase engagement with our member LAFCOs
- Be mindful of our language and use positive lenses
- Find ways to work together and acknowledge our shared commitment
- The entire Board needs to be engaged
- Discuss issues using effective conflict and disagreement tools
- Learn to control the Board's space and how we work in it to ensure effectiveness





## Building Positive Culture

The group outlined traits they want CALAFCO's organizational culture to embody:

-  Open minded
-  Fortright
-  Respectful
-  Open and transparent
-  Inclusive
-  Dedicated
-  Honesty and integrity
-  Get "it" done
-  Having grace
-  Disagree respectfully
-  Professionalism
-  Regional accessibility
-  Problem solving
-  A-political
-  Recognize the knowledge and value the Executive Officers bring
-  Focus on the greater good
-  Fully engaged Board
- 
-  Family
-  Mission driven
- 

## Leadership and Governance

Several aspects of leadership and good governance were examined. First, the Board reviewed the Board member duties and job description adopted in April 2024, with the facilitator noting it contains nothing regarding accountability. It was determined the job description would be part of the comprehensive review of policies and procedures.

Work was done to identify the distinctions between CALAFCO roles and LAFCO roles. Additionally, there were meaningful conversations about the impacts of their leadership roles and the decisions that are made, culminating in everyone making a personal commitment to responsible leadership.



# Roles and Responsibilities

To assist the Board and staff in distinguishing the differences in their roles and responsibilities serving CALAFCO versus their local LAFCO, in small groups (the Board was divided into three groups and staff was their own group) they identified and discussed the differences (as noted below). Each group reported out to the larger group for a broader discussion. Everyone was reminded the two roles are distinctly different and to ensure good governance, clarity on roles and responsibilities is critical.

How is your role as a CALAFCO Board Member different from your role as a LAFCO Commissioner?	
CALAFCO Role	LAFCO Role
We're a bridge	We're a bridge
Broader focus	Narrower focus
State level influence	Support CALAFCO legislative efforts
Accountable to member LAFCOs	Accountable to our own LAFCO and the County in general
Help LAFCOs meet their obligations and be a resource for EOs & Commissioners	Help safeguard open space, ag land, safe & adequate water/wastewater, & other municipal services; ensure orderly development
Avoid conflicts of interest	Avoid conflicts of interest
Actively participate	Actively participate
Be prepared	Be prepared
Truth & transparency	Truth & transparency
Understanding	Understanding
Communication	Communication
Responsibility to be aware of broader statewide issues	Provide county-wide equity
Ensure "value-added" for the membership	Study and be prepared
Participate in the annual conference	Have concise meanings
Oversee the Executive Director	Responsive to public input
Be transparent with the membership	

# Roles and Responsibilities

How is your role as a CALAFCO Regional Officer / Legal Counsel different from your role as a LAFCO Officer / Legal Counsel?

CALAFCO Role	LAFCO Role
Peer-to-peer	Staff-to-local agencies
Offering legal advice with a statewide lens	Offering legal advice with a countywide lens
Less legal restrictions	Conservative legal advice due to the public nature of the agency
Represent the entire state's LAFCO staff	Exclusively recommend actions to the Commission who are accountable to local citizens
Limited control over functions and operations	100% controlled
Observatory role	In the trenches role
Strategic	Reactive

## The impact of the leadership role and decisions made

The focus shifted to the significance of the impact each Board member, Regional Officer, and Legal Counsel can make on CALAFCO during their tenure. The group reflected on the average tenure of Board members and Regional Officers.

Position	Total Number	Average Tenure
Volunteer Executive Officer (since 1988)	12	3.2 yrs
Volunteer Deputy Executive Officer (since 1988)	27	2.8 yrs
Volunteer Officers Total (since 1988)	31	3.7 yrs
<i>No. LAFCOs represented</i>	20	
Volunteer Officers total since 2010 (regionalization)	20	3.6 yrs
<i>No. LAFCOs represented</i>	17	
Board Member (since 1988)	139	4.1 yrs
<i>No. LAFCOs represented</i>	42	
Board Member - since 2010 (regionalization)	68	3.8 yrs
<i>No. LAFCOs represented</i>	36	

Each person focused on how they will positively contribute to achieving CALAFCO's purpose and to building the organizational culture they and their member LAFCOs desire in their tenure as a Board member, Regional Officer and Legal Counsel. Each identified their personal commitment and shared it in the large group.

### Specifically, they were asked:

*Given the average tenure of a CALAFCO Board member and Regional Officer, how will you use your limited time to make a positive impact? What is the highest and best use of your efforts, energy, and time in advancing CALAFCO's purpose? What are you willing to commit?*

## Board Member Commitments

**Jaron Brandon** - Be available to all central and other regional representatives and staff. Honest & transparent discussion on issues. Present bold structural reform ideas to ensure we are targeted, cost efficient, and effective. Join legislative advocacy efforts in Sacramento. Make the motion to move the conversations along.

**Virginia Chang-Kiraly** - Build CALAFCO into an influential state organization that is listened to by elected officials at all levels, especially at the state level, and affect balanced policies and positive change for Californians. Provide LAFCO professionals with the resources they need to flourish in a productive, innovative, and empowering environment to achieve CALAFCO's mission and ultimately serve Californians.

**Kimberly Cox** - Provide honest feedback. Be willing to have the difficult conversations. Be open-minded and optimistic about the future of CALAFCO and its value to the membership.

**Gay Jones** - Develop an outreach plan with CALAFCO members to connect with state Senators and Assemblymembers.

**Gordon Mangel** - Be part of the solution. Be involved, present and participate.

**Paul Minchella** - Ensure that all information is shared completely and truthfully to all involved in a timely manner.

**Anita Paque** - Provide education for commissioners and staff through the conference program. Listen to members' concerns and ideas and work to keep the good and change the negative. Be active in the organization and participate in CALAFCO meetings and activities.

**Wendy Root-Askew** - Recognize my own limited capacity to engage and not take on more than I can commit to. Remain engaged and fully committed to the process we are undertaking to evaluate and navigate forward. Recruit new Board members who want to help us move forward. Serve in Board leadership at the will of the Board and our membership. Listen carefully to Executive Officer members for direction via the evaluation performed by Pamela and transparently implement changes for benefit of the greater good. Fight to keep LAFCO legislation intact at the state level

**Josh Susman** - Continue to exceed the average tenure of a CALAFCO Board member with the support of my LAFCO and CALAFCO in order to continue the future success of CALAFCO.

## Regional Officer and Legal Counsel Commitments

**José Henríquez** - Leave the interim Executive Director role better than how I found it. Do what I can to support members. Do better with transparency and rebuild trust. Be a resource to the next interim Executive Director and permanent Executive Director and the next generation of Regional Officers.

**Steve Lucas** - Engage all staff, especially junior staff, to actively participate in CALAFCO and build professional development goals to the benefit of all of us.

**Adriana Romo** - Bury the hatchet and strive to improve the organization by being kind and working well with each other for the common good.

**Joe Serrano** - Actively connect with member LAFCOs by providing regular updates, informing them about upcoming events and proposed actions, and offering debriefs so they are fully aware of CALAFCO activities.

**Clark Alsop** - Help the organization have the ability to aid LAFCOs in their state mandated mission.

**Paula deSousa** - Serve as council on legal issues and provide my input as appropriate on issues communicated by all levels of the LAFCO community, for the benefit of the LAFCO community.





# A View of the Future

The group reviewed the realities of the immediate future then discussed specific matters of structure and membership. Below are the various ideas that came from the brainstorming session and do not necessarily reflect consensus or agreement of the retreat participants or full Board. Consideration may or may not be given to certain ideas, as is the case with any brainstorming session.

## Structure

- Hold open the current structure and Board seats and keep them vacant
- Look at the number of Board members in the southern region
- Create an ad hoc finance working group to look at CALAFCO's revenue and expenses, or have the executive committee do it
- Cut expenses to reduce dues / don't cut the budget
- Dissolve the executive committee
- Appoint Board and Regional Officer vacancies / leave vacancies open until October
- Separate out the functions of administration, finance, policy, and lobbying / need one strong person as the face of CALAFCO
- Reverse the roles of Board members and Regional Officers
- Need a powerful person at the Capitol and with our sister orgs
- We need an Executive Director that is good at building relationships

## Membership

- Activate the membership advisory committee
- Keep unification a priority - the goal is to have 58 unified LAFCOs. Try to bring them back and continue to collaborate
- We need a serious conversation about what value we provide members
- Offer the four LAFCOs that are leaving a year of free dues / don't offer
- Offer member rates to all LAFCOs who are no longer members for the 2025 conference





# Immediate Action Items

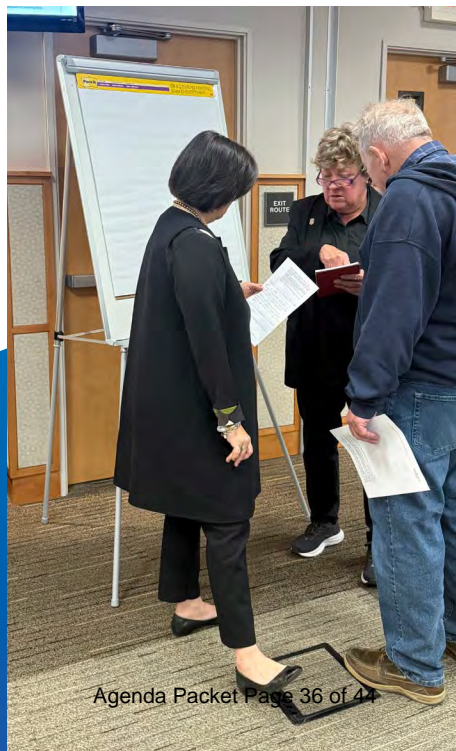
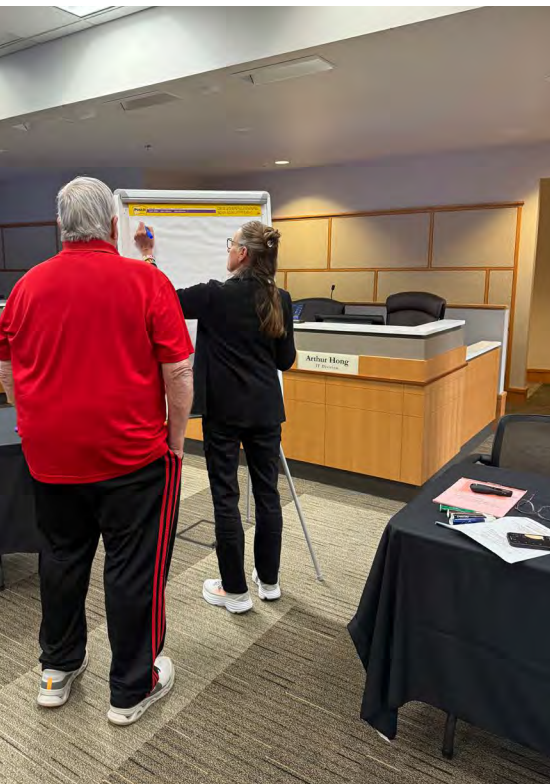
The following items received unanimous support and were added to the April 4, 2025 Board agenda for ratification:

1. Appoint a Northern Region County Board member to fill the unexpired term
2. Launch a search for an Interim Executive Director (up to a one year contract)
3. Offer membership registration rates to all non-member LAFCOs for the 2025 annual conference
4. Approve the attendance and non-voting participation of CALAFCO Regional Officers in all Executive Committee meetings.
5. Maintain the current regional structure



*The first day of the retreat closed with a powerful reflection on CALAFCO's journey, acknowledging past challenges while embracing a renewed sense of purpose, unity, and responsibility. Energized by this clarity, participants committed to begin Day Two by setting bold, immediate priorities and directing the creation of a six-to-nine month action plan to help guide CALAFCO into a stronger, more connected future. The action plan is included as Attachment A.*







# DAY TWO: Communication, Culture & Reconnection



On the second day of the CALAFCO Board Retreat, participants focused on the central role of communication in restoring trust, strengthening relationships, and driving organizational effectiveness. Through shared norms and intentional dialogue, leaders recognized that how CALAFCO communicates—internally and externally—is foundational to its culture, credibility, and future success.

## Rebuilding Through Communication

Recognizing that fractured communication contributed to recent organizational strain, the day began with a shared objective: to equip CALAFCO's leadership with the tools to foster trust, accountability, and effective communication. The group acknowledged that communication breakdowns—when left unaddressed—can erode member confidence, impede collaboration, and compromise mission delivery.

Key themes explored throughout the day included:



**GETTING ON THE SAME PAGE:** Establishing consistent language, shared facts, and clear messaging expectations across all levels of the organization.



**RESTORING TRANSPARENCY:** Prioritizing proactive, open communication—especially around sensitive or transitional matters.

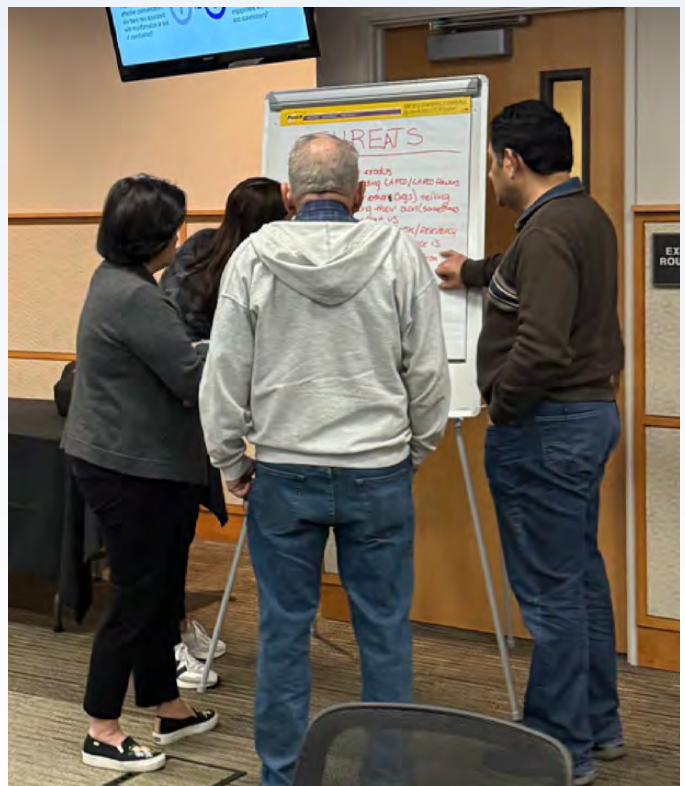


**ENCOURAGING PARTICIPATION:** Ensuring that all voices are heard and respected through more inclusive and responsive outreach practices.



**MANAGING DISAGREEMENT PRODUCTIVELY:** Leaning into courageous conversations with honesty and professionalism rather than avoidance or reactivity.

The session was grounded in a shared understanding: **communication is not a side function. It is core to governance.**





# Workshops and Analysis



As part of the communication reset, participants took part in hands-on workshops and a deep SWOT analysis focused on key message development, audience segmentation, and common communication challenges. Working both independently and in small groups, they refined CALAFCO's core messages, identified priority audiences, and explored real-world scenarios that had previously led to misunderstanding or disengagement. These exercises helped align leaders around a shared voice and revealed practical ways to tailor communication approaches to meet different stakeholder needs—from Executive Officers to state legislators to the general public.

## Tools for a New Culture of Communication

Several priorities were introduced and explored to support CALAFCO's communication reset:

### 1. Strategic Communication Framework

The elements of a draft framework were presented to help align internal and external messaging with CALAFCO's core values of trust, transparency, and professionalism. The Strategic Communication Framework will include:

- Clear key messages that reflect CALAFCO's purpose and voice
- Communication channels connected to specific audiences
- Feedback loops to assess member sentiment and improve engagement
- Guidance on message timing, approval, and delivery

CV Strategies is currently drafting the Strategic Communication Framework, which will be available for the Board's review in July 2025.

### 2. Communication Norms & Agreements

The group reviewed and reaffirmed a set of communication norms designed to foster a productive and respectful culture. Highlights include:

- Assume best intentions
- Practice presence and listen to learn
- Speak honestly and with respect
- Share space equally and lean into courageous conversations

### 3. Communications Code of Conduct

The Board committed to adopting a Communications Code of Conduct that will integrate into their broader organizational code. This will reinforce CALAFCO's values in everyday interactions. It sets expectations for:

- Professionalism and preparation
- Clarity and transparency
- Respectful discourse, even amid disagreement
- Confidentiality and appropriate use of communication channels

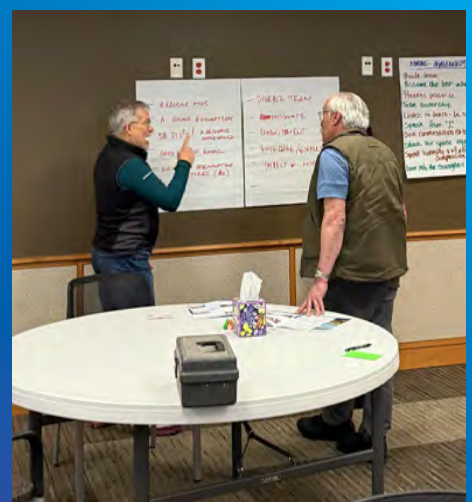
Participants emphasized that communication cannot be one-directional. These sessions are designed to make space for two-way engagement and rebuild a sense of trust and shared ownership in CALAFCO's future.

*CV Strategies is currently drafting the Communications Code of Conduct, which will be available for the Board's review in July 2025. This Code of Conduct will be incorporated into the Board's overall Code of Conduct being developed by Miller Consulting Group.*

# Applied Communications: Role Play and Results

The retreat featured interactive sessions designed to move beyond theory and into practice. Through guided discussions and small-group activities, participants explored real-world communication challenges and identified practical ways to apply CALAFCO's principles in governance. These sessions helped test messaging strategies, reflect on tone and delivery, and build awareness of how language, posture, and assumptions shape trust.

Roleplaying exercises proved especially valuable in preparing leaders for difficult conversations—whether addressing misinformation, managing conflict, or repairing strained relationships. By stepping into past communication breakdowns, participants built confidence, deepened empathy, and strengthened their ability to respond with professionalism and clarity. These exercises reinforced that effective communication depends not only on what is said, but on how it's received—and whether it fosters respect, trust, and shared understanding.



*By the close of Day Two, CALAFCO's leaders had united around a vision for communication that is not just effective, but meaningful. The day concluded with the unanimous understanding that clear, inclusive, and transparent communication must be embedded in everything CALAFCO does—from Board decisions to member outreach to legislative advocacy.*

## Outcome: A Shared Commitment

The two-day retreat marked a pivotal step toward rebuilding CALAFCO's internal culture and reconnecting its full network of 58 member LAFCOs. As the organization navigates leadership transition, member relations, and other strategic efforts, this renewed commitment to communication will serve as a compass for the work ahead.

**Attachment A:** Six-to-Nine Month Action Plan

**Attachment B:** Communications SWOT Analysis

California Association of  
Local Agency Formation Commissions



SUPPORTING SUSTAINABLE  
COMMUNITY GROWTH

# **PLANNING RETREAT** **SUMMARY REPORT**

March 20–21, 2025

Presented by:



## **Pamela Miller**

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# CALAFCO Six- to Nine-Month Action Plan

Monthly updates on progress of the action plan will be included as part of this plan.

IMMEDIATE	Q2 – 2025	Q3 – 2025	Q4 – 2025	2026
<div><input checked="" type="checkbox"/></div> <b>Hire Interim Executive Director</b> <b>Lead:</b> CALAFCO <b>Note:</b> Approved at 4/4/25 Board meeting	<div><input checked="" type="checkbox"/></div> <b>Conduct Comprehensive Review of Structures</b> <b>Lead:</b> Miller MCG <b>Deadline:</b> 7/31/25 <b>Note:</b> Includes Regional, Board, Regional Officers, Dues & Committees	<div><input type="checkbox"/></div> <b>Activate Membership Advisory Committee</b> <b>Lead:</b> CALAFCO	<div><input type="checkbox"/></div> <b>Adopt CALAFCO &amp; Board Code of Conduct</b> <b>Lead:</b> Miller MCG & CALAFCO	<div><input type="checkbox"/></div> <b>Conduct 2026 CALAFCO U Sessions</b> <b>Lead:</b> CALAFCO
<div><input checked="" type="checkbox"/></div> <b>Re-establish CALAFCO U</b> <b>Lead:</b> CALAFCO	<div><input checked="" type="checkbox"/></div> <b>Conduct Review of Bylaws &amp; Policies</b> <b>Lead:</b> Miller MCG <b>Deadline:</b> 7/31/25	<div><input type="checkbox"/></div> <b>Develop Reform Recommendations</b> <b>Lead:</b> Miller MCG <b>Deadline:</b> 7/31/25 <b>Note:</b> Following completion of all feedback, analysis & research	<div><input type="checkbox"/></div> <b>Adopt Communications Code of Conduct</b> <b>Lead:</b> CV Strategies & CALAFCO	<div><input type="checkbox"/></div> <b>Recruit &amp; Hire Permanent Executive Director</b> <b>Lead:</b> CALAFCO & Miller MCG
<div><input checked="" type="checkbox"/></div> <b>Conduct LAFCO Staff Focus Group</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Note:</b> At Workshop	<div><input type="checkbox"/></div> <b>Conduct Cultural Assessment</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Note:</b> Distribute online survey access by 4/30/25	<div><input type="checkbox"/></div> <b>Adopt Board Meeting Rules of Order</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Deadline:</b> 7/31/25	<div><input type="checkbox"/></div> <b>Develop Communications Framework</b> <b>Lead:</b> CV Strategies	
<div><input checked="" type="checkbox"/></div> <b>Support Legislative Committee</b> <b>Lead:</b> CALAFCO		<div><input type="checkbox"/></div> <b>Solicit Legislative Proposals from Member LAFCOs</b> <b>Lead:</b> CALAFCO <b>Deadline:</b> 8/31/25 <b>Note:</b> For 2026 Legislative Year	<div><input type="checkbox"/></div> <b>Schedule 2026 CALAFCO U Sessions</b> <b>Lead:</b> CALAFCO <b>Note:</b> Should launch with the 2026 annual calendar	
<div><input checked="" type="checkbox"/></div> <b>Conduct Focus Groups</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Deadline:</b> 6/30/25 <b>Note:</b> Include All 4 Regions for LAFCO Commissioners & Staff <b>Progress:</b> Scheduling underway as of 4/7/25		<div><input type="checkbox"/></div> <b>Board Meeting</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Note:</b> To adopt recommended reforms & approve support of recommended bylaws changes on 7/25/25	<div><input type="checkbox"/></div> <b>Continue Membership Engagement/ Input on Recommended Reforms</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Note:</b> For potential adoption of bylaws changes at annual meeting	
		<div><input type="checkbox"/></div> <b>Solicit LAFCO Staff Volunteers For Legislative Committee</b> <b>Lead:</b> CALAFCO <b>Deadline:</b> 8/31/25 <b>Note:</b> For the 2025-26 Legislative Committee	<div><input type="checkbox"/></div> <b>Membership Engagement/ Input on Recommended Reforms</b> <b>Lead:</b> Miller MCG & CALAFCO <b>Note:</b> For potential adoption of bylaws changes at annual meeting	
		<div><input type="checkbox"/></div> <b>Conduct Two CALAFCO U Sessions</b> <b>Lead:</b> CALAFCO <b>Progress:</b> Planning underway	<div><input type="checkbox"/></div> <b>Conduct Annual Business Meeting</b> <b>Lead:</b> CALAFCO <b>Note:</b> 10/23/25	



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An outcome of the Board retreat, March 20-21, 2025

☐ Pending Start
 ☒ In Progress
 ☒ Completed

This Communications SWOT Analysis was developed during the CALAFCO Board Retreat to assess internal and external communication challenges and identify opportunities to strengthen trust, transparency, and organizational alignment.

*Note: This SWOT analysis is based on participant input from the CALAFCO Board Retreat held on March 21, 2025, and reflects individual perspectives shared during the session. It is not a product of facilitated assessment or external evaluation.*



## STRENGTHS

CALAFCO's communications foundation has strengths to build upon

- ▶ **UNIFIED VOICE** – Represents all 58 LAFCOs at the state level, reinforcing statewide impact and advocacy reach.
- ▶ **ESTABLISHED TOOLS** – Communication channels include newsletters, website, listservs, board packets, annual events, and third-party partners.
- ▶ **COMMITTED MEMBERSHIP** – Leaders and members remain passionate about CALAFCO's mission and are engaged in strengthening the organization.
- ▶ **HISTORICAL CREDIBILITY** – CALAFCO has a longstanding reputation as a reliable source of education, advocacy, and collaboration.
- ▶ **CORE VALUES ALIGNMENT** – Members broadly support the stated values of dependability, efficiency, honesty, and transparency.



## WEAKNESSES

Communication breakdowns have created gaps in trust and consistency

- ▶ **INCONSISTENT MESSAGING** – Misalignment among Board, staff, and Regional Officers has led to mixed messages and misunderstandings.
- ▶ **EROSION OF TRUST** – Exclusion of key voices and lack of transparency have weakened relationships with some member LAFCOs.
- ▶ **UNDEFINED COMMUNICATION PROTOCOLS** – Roles, responsibilities, and approval processes are unclear across communication efforts.
- ▶ **LIMITED MEMBER FEEDBACK LOOPS** – No consistent process exists for collecting and integrating member feedback.
- ▶ **OVERRELIANCE ON INFORMAL CHANNELS** – Word-of-mouth and backchannel communications have undermined official messaging.



## OPPORTUNITIES

Strategic improvements in communication can support culture change and stronger engagement

- ▶ **STRATEGIC FRAMEWORK IMPLEMENTATION** – The proposed framework will standardize key messages, identify target audiences, and outline preferred channels.
- ▶ **REINFORCE CULTURE WITH COMMUNICATION NORMS** – Codifying respectful, clear, and inclusive communication behavior through adopted norms and the Code of Conduct.
- ▶ **MODERNIZE TOOLS AND PROCESSES** – Introduce updated digital tools, responsive email formats, and real-time feedback options.
- ▶ **HOST LISTENING SESSIONS** – Regional focus groups will gather input from members, shaping CALAFCO's communication strategy and reinforcing statewide unity.
- ▶ **LEADERSHIP TRANSITION AS RESET POINT** – The search for a new Executive Director offers a chance to reestablish CALAFCO's communication tone and priorities.



## THREATS

Without proactive steps, CALAFCO's communication challenges may deepen

- ▶ **REPUTATIONAL VULNERABILITY** – Continued missteps or miscommunication risk alienating more members and damaging external credibility.
- ▶ **INTERNAL RESISTANCE** – Change fatigue or legacy habits may prevent adoption of new communication standards.
- ▶ **LOSS OF NARRATIVE CONTROL** – Unclear or delayed messaging allows others to shape the organization's public perception.
- ▶ **DISENGAGED MEMBERSHIP** – If communication continues to feel inconsistent or inaccessible, member participation and connection may erode.

Corkey Harmon  
County Member

Chris Kelstrom  
County Member

Allen Long  
County Member Alternate

Susie Baugh  
City Member

Mike Littau  
City Member

Pam Morgan  
City Member Alternate



Fred Ryness  
Special District Member

Ronnean Lund  
Special District Member

Rosemary Smith  
Special District Alternate

Larry Russell  
Public Member

Michael Spencer  
Public Member Alternate

## AGENDA ITEM 5.A.

**Date:** May 14, 2025

**From:** Krystle Brogna, Executive Officer

**Subject:** **Status of Current and Future Applications**

The Committee will receive an update on the current status of applications and provide direction to staff as necessary.

### BACKGROUND

LAFCOs are responsible, under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, to regulate the formation and development of local governmental agencies and their municipal services. This includes approving or disapproving proposed changes of organization, such as boundary changes (e.g. annexations), consistent with adopted policies and procedures pursuant to California Government Code (G.C.) §56375. LAFCOs have broad discretion in amending and conditioning changes of organization as long as they do not directly regulate land use, property development, or subdivision requirements.

### DISCUSSION

The following application(s) are active with LAFCo:

- Proposed SOI Amendment and Annexation to CSA #8 (Palo Cedro): The proposal includes two parcels (APNs: 059-390-003 & 059-390-002) along Deschutes Road totaling approximately 5.4 acres. Both parcels are outside the existing CSA #8 SOI but adjacent to the northwesterly jurisdictional boundary. Surrounding land uses include rural residential, commercial, and planned development. Currently, the southern parcel has a single residential structure, and the northern parcel has one larger residential and multiple smaller structures. The applicants are requesting annexation to CSA #8 in order to obtain wastewater services for their properties. Water services are currently provided by Bella Vista Water District and no change of provider is proposed as this time. Until additional items are received, the application is considered incomplete and will remain on hold.

### RECOMMENDATION

Staff recommends the Committee receive and file this report and provide direction to staff as needed.

Corkey Harmon  
County Member

Chris Kelstrom  
County Member

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County Member Alternate

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## AGENDA ITEM 5.B

**Date:** May 14, 2025

**From:** Krystle Brogna, Executive Officer

**Subject:** **Status of MSR/SOI Updates**

As part of the FY2024-25 workplan, staff are preparing several MSR/SOI updates for agencies covering fire services and city services.

### BACKGROUND

The Cortese-Knox-Hertzberg Local Government Reorganization Act directs Local Agency Formation Commissions (LAFCOs) to regularly prepare municipal service reviews (MSRs) in conjunction with establishing and updating each local agency's sphere of influence (SOI). The legislative intent of MSRs is to proactively assess the availability, capacity, and efficiency of local governmental services. MSRs may also lead LAFCOs to take other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies in addition to any related sphere changes.

### DISCUSSION

#### **CSA #1 - County Fire**

Staff has incorporated comments received during the Public Hearing held on April 3, 2025 and is continuing to work with County and CAL FIRE staff on final edits. The MSR/SOI Update is scheduled for potential adoption at the June 5, 2025 Regular Commission meeting.

#### **Burney Fire Protection District MSR/SOI Update**

Staff previously reached out to Burney FPD to obtain additional background documents to complete a draft MSR/SOI Update. The District was responsive and staff was able to complete an administrative draft. Staff is conducting internal review and will provide a draft to the District for review and comment prior to a public hearing which is tentatively scheduled for August 7, 2025.

#### **Fall River Valley Fire Protection District MSR/SOI Update**

Staff previously requested information from the district. The district has not responded with additional information needed to complete the document. Staff will be reaching out in the new fiscal year.

#### **County Service Area #3 - Castella, and #6 Jones Valley MSR/SOI Update**

Staff are in the early stages of data collection for this MSR/SOI update and has reached out to the State Board of Equalization regarding Tax Rate Area discrepancies. Work on this document will continue at the start of the new fiscal year.

### RECOMMENDATION

Staff recommends the Executive Committee review the status of the upcoming MSR/SOI Updates and provide direction to staff as needed.