

CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS

2021 - 2022 Association Strategic Plan

2021 Dashboard Review

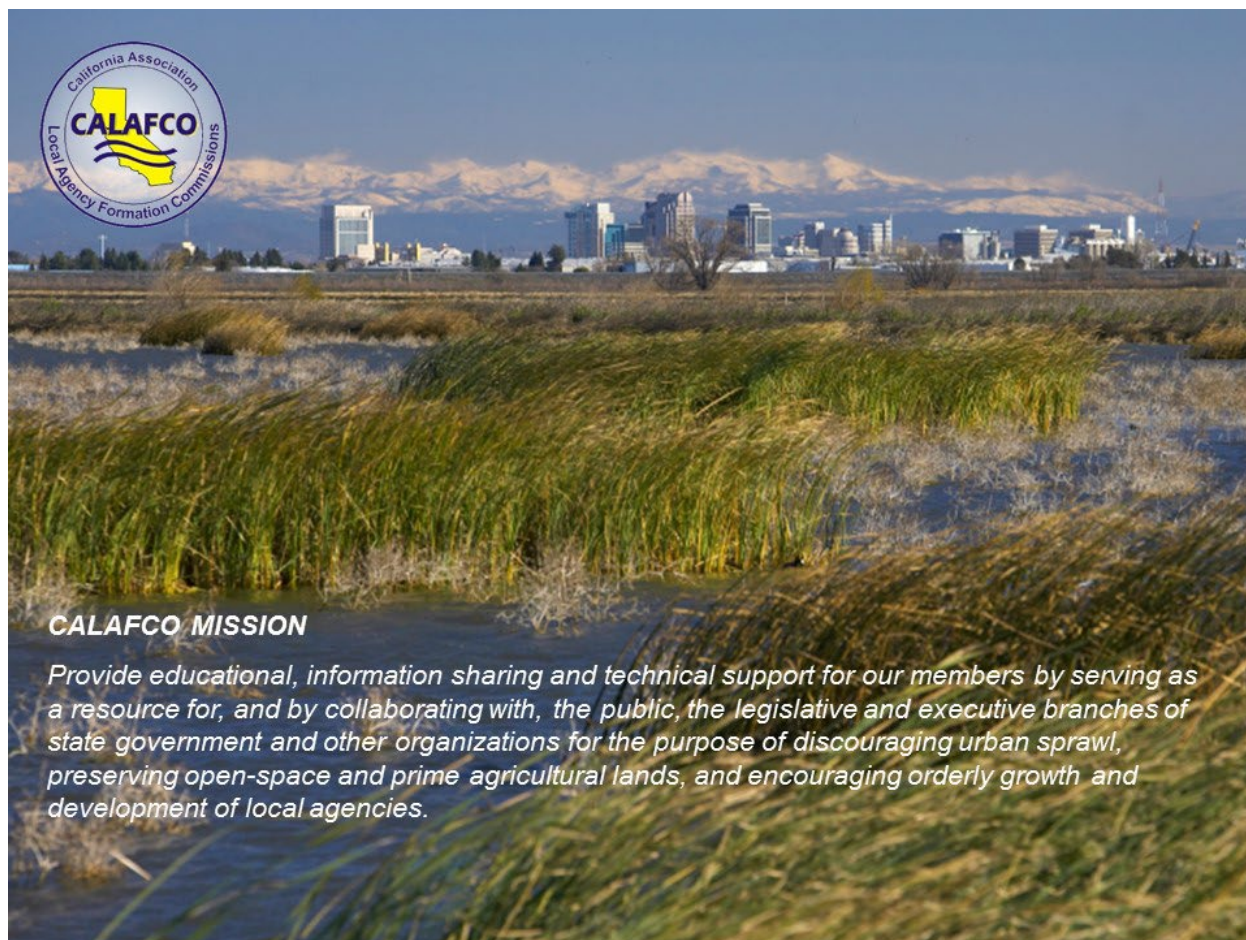


As adopted by the CALAFCO Board of Directors on April 30, 2021

CALAFCO MISSION

CALAFCO provides educational, information sharing and technical support for its members by serving as a resource for, and by collaborating with, the public, the legislative and executive branches of state government, and other organizations for the purpose of discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.

Reaffirmed by the Board of Directors on 11 January 2017.



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2021 - 2022 Association Strategies and Objectives

2021 Strategic Plan Performance Dashboard Review

- Indicates the objective was fully met in 2021.
 - Indicates the objective was partially met in 2021.
 - Indicates the objective was not met in 2021.
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STRATEGIC AREA ONE

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

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

OBJECTIVES

Annual Conference

- 1. Provide an annual conference which includes superior professional development sessions and networking opportunities for all attendees.

The October 2021 Conference was cancelled. Low enrollment caused by the ongoing pandemic and member LAFCo budget cuts would have resulted in a loss of over \$30,000. Consequently, the Board approved the cancellation of the Conference and directed staff to transition program offerings to webinars.

Staff Workshop

- 1. Provide an annual staff workshop which includes superior professional development sessions and networking opportunities for all LAFCo staff and Associate Members.

The March 2021 Workshop was cancelled due to ongoing pandemic restrictions.

CALAFCO University

- 1. Hold University courses as needed throughout the year for staff, commissioners and stakeholders, which are focused on skill and professional development, important and timely topics, and technical issues.

A combination of CALAFCO U courses and special sessions (Conference topics) were held throughout 2021. In total, there were 9 webinars conducted with a total of 497 registered attendees. All of our educational offerings in 2021 were at no cost to the membership and all offered AICP credits.

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*Topics included:*

- *Four-session series on Fire & EMS*
- *Fiscal health indicators for cities & districts*
- *Forming a Community Services District*
- *Cyber & infrastructure security*
- *State of the State in terms of extreme weather, fire and water issues*
- *Throw out the historic water framework - what's next for LAFCo*

Other Educational Opportunities

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

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

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

As noted above, several sessions planned in the 2021 Conference program were transitioned to a virtual format and offered October through December. (Two additional sessions are scheduled for the first quarter of 2022.) Additionally, CALAFCO hosted regional roundtables for all four regions in December 2021, and several virtual meetings for Executive Officers throughout the year.

STRATEGIC AREA TWO

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

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

OBJECTIVES**Member Development and Recognition**

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

CALAFCO continues to host virtual meetings for Executive Officers, offering five (5) this year. Our toll-free conference bridge and Zoom accounts remain available for and are used by our member LAFCos. We continued to provide information about webinars, papers and other resources of interest to members.

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This year we partnered with one of our Associate Members (RSG) on the project to update the DUC map on the website as well as add a statewide map linking all 58 LAFCo websites to the map. The project is near completion and the maps should be updated on the website in the first quarter of 2022.

- **2. Conduct study on shared services opportunities among member LAFCos.**
This study was to be rolled into the biennial member LAFCo survey which was not conducted.
- **3. Conduct member LAFCo survey in 2021 and distribute results to all member LAFCos.**
Survey not conducted.
- **4. Keep retired LAFCo personnel and commissioners connected and engaged as valuable resources through the exploration of an Emeritus program.**
CALAFCO staff and regional officers discussed the best way to do this, but other priorities prevented action. However, the ED interviewed several retirees who will be featured in the Special 50th Anniversary Edition of The Sphere.
- **5. Focus efforts to strengthen relations with existing Associate Members by continuing to highlight these efforts in Quarterly Reports, through personal outreach and inclusion in the planning and execution of CALAFCO events.**
CALAFCO continues to have the Associate Members' (AM) Corner in the Quarterly Reports and features several AMs in each edition. AMs were represented on four (4) webinar panels this year, two (2) are scheduled to participate on webinar panels in the first quarter of 2022. Several are participating on the program planning committee for the 2022 staff workshop.
- **6. Survey Associate Members to better understand how CALAFCO can create greater value for them.**
Survey completed and report provided to the Board on July 30. A low number of Associate Members participated (only 30% participation) and staff suggests follow-up is necessary to obtain more valuable information. Given other priorities during the second half of the year, this was not completed and should be considered for action in 2022.
- **7. Revise the Association's Achievement Awards Program and implement in 2021.**
Completed and implemented in 2021.

Association Communication

- **1. Provide a quarterly update to the members in the form of the Quarterly Report.**
Quarterly reports were distributed in February, May, August, and December 2021.
- **2. Provide written annual report to the membership.**
2020 Annual Report published in a new format in February 2021.

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● **3. Maintain Association’s list-serves.**

All 8 list serves continue to be updated. In February 2021, staff sent an email to each list serve reminding users the purpose and terms of use for each list serve.

● **4. Provide value-added and timely resources for members through the organization’s website, maintaining the site’s integrity and increasing its value.**

The website is updated regularly with new and updated information and resources. Several projects were completed or are in progress as noted in strategic area three below.

● **5. CALAFCO Executive Director to meet with LAFCoS as requested/needed.**

ED attended 10 LAFCo meetings during the year.

Association Administration

● **1. Update the Association’s Policies and Procedures Manual.**

Project to be completed January 21, 2022. Four of the five Policy Manual sections updated in 2021 with the final section being presented to the Board in January 2022.

● **2. Develop Procedures Manuals for administrative processes, procedures and tasks performed.**

Most of the ED procedures have been documented with the remaining to be done before February 28, 2022. Administrator procedures to be completed in first quarter of 2022.

● **3. Work towards a balanced two-year budget to close the structural deficit without reliance on event net profits.**

Accomplished. On April 30, 2021 the Board adopted the Association’s first two-year rolling budget. No event net profits were used to balance the budget, however a portion of the net balance carry-over was used to balance the budget.

STRATEGIC AREA THREE

Serve as an information resource to all Association members, work as a legislative and policy advocate for LAFCo issues and provide information to the Legislature and other stakeholders.

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



OBJECTIVES

Information Resource

- 1. **Enhance the CALAFCO Library resources for member LAFCos. Develop a more robust database of documents, forms, videos, webinars, training resources and other resources of value on the Association's website for member access.**
This year nine (9) new webinars were added for on-demand viewing. The AG Opinions section was updated. The LAFCo Litigation and Forms Library sections are still a work in progress and should be a priority to complete in 2022.
- 2. **Complete White Papers and Briefs on topics of importance and value to member LAFCos.**
An updated version of The Metamorphosis of Special Districts was published July 2021.
- 3. **Inform and educate external stakeholders by sharing and presenting on the role of LAFCo.**
A LAFCo 101 was presented to Capitol staff through the Assembly Local Government Committee in February, and another LAFCo 101 was presented to the City Clerks Association of California in July. CALAFCO was not invited nor did we submit proposals to participate in any virtual or in-person conference this year. Instead, our educational resources were internally focused to meet the needs of our membership.

Legislative Advocate and Resource

- 1. **Sponsor legislation that helps LAFCos achieve their legislative goals pursuant to the Association's adopted Legislative Priorities and Policies and within resource capabilities.**
Omnibus bill (AB 1581) with 13 items signed into law on June 28, 2021.
- 2. **Facilitate the ongoing work of the Protest Provisions Rewrite Working Group throughout the 2021 - 2022 legislative years.**
Some work was done early in the year with the group giving consensus on the removal of seven (7) obsolete provisions (and placed in the Omnibus bill). Later in the year conversations resumed resulting in CALAFCO's Legislative Committee unanimously supporting moving forward with consolidating and reorganizing existing protest provision language (consensus on the draft given by the full working group) and the proposed process for LAFCo-initiated dissolutions at 25% protest threshold. Work to be completed through legislative action in 2022.
- 3. **Take positions and advocate for those positions on legislation pursuant to the Association's adopted Legislative Priorities and Policies. Encourage member LAFCos to do the same when appropriate.**
In 2021 CALAFCO tracked, engaged in and/or took positions on 33 bills. There were two calls for member legislative action. Our efforts resulted in amendments being taken on several bills that had statewide LAFCo implications.

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

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

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

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