



Lou Ann Teixeira
Executive Officer

April 9, 2025

Contra Costa Local Agency Formation Commission (LAFCO)
40 Muir Road, 1st Floor
Martinez, CA 94553

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Agenda Item #8

CALAFCO Update

Dear Commissioners:

Since the last update regarding the California Association of Local Agency Formation Commissions (CALAFCO), there has been some positive movement. On March 14, 2025, CALAFCO sent out a memo addressing member concerns and strengthening CALAFCO's future (Attachment 1).

CALFCO is going through a period of transition and rebuilding trust. A new transition team was formed which includes *José Henriquez* (LAFCO Executive Officer – Sacramento LAFCO) serving as Interim CALAFCO Executive Director; *Pamela Miller* (Governance Consultant & Organization Development Specialist and former CALAFCO Executive Director) who will lead governance consultation and stakeholder outreach to ensure member voices are heard; and *Jeni Tickler* (former CALAFCO Administrative Assistant) who will handle administrative functions, including financial management, membership support, and coordination of upcoming events such as the staff workshop and annual conference.

CALAFCO is also working on updates to the CALAFCO bylaws and ways to engage members via hosting regional focus groups and visioning sessions to engage members in shaping CALAFCO's future; facilitating focus groups for staff at the upcoming staff workshop; and providing ongoing updates and open forums for discussion.

CALAFCO understands that trust is built on action and CALAFCO is dedicated to making the necessary improvements to better serve the CALAFCO members.

RECOMMENDATION: Discuss and provide comments regarding the future of CALAFCO.

Sincerely,

LOU ANN TEXEIRA
EXECUTIVE OFFICER

Attachment: CALAFCO Summary

The CALAFCO Board and Regional Officers gathered for a forward-thinking planning retreat, facilitated by Pamela Miller of Miller Management & Consulting Group and Erin LaCombe of CV Strategies.

The two-day session was grounded in reflection, alignment, and action—with a shared focus on CALAFCO's future.



Retreat Highlights

DAY ONE – FOUNDATION AND VISION

Led by Pamela Miller, the group explored CALAFCO's evolution, reaffirmed its purpose and values, examined good governance practices, and envisioned a future shaped by unity and responsible leadership.

DAY TWO – COMMUNICATION AND CULTURE

Facilitated by Erin LaCombe, participants deepened their understanding of effective communication, including how to navigate conflict, rebuild trust, and foster a culture of transparency and collaboration.

Emerging Priorities



MISSION DELIVERY – EDUCATION & ADVOCACY – Renewed energy will be directed toward CALAFCO's core mission of education, legislative advocacy, and capacity-building.



GOOD GOVERNANCE & RESPONSIBLE LEADERSHIP – A governance structure will clarify roles, expectations, and decision-making processes, ensuring alignment with CALAFCO's mission and increasing organizational effectiveness.



EFFECTIVE COMMUNICATION FRAMEWORK – CALAFCO is developing a Strategic Communication Framework to align all messaging with the values of trust, transparency, and professionalism through actionable methods, tools, and resources.



RESPONSIVE SUPPORT FOR TRANSITION – The transition team will maximize resources to address member needs and create opportunities for input from LAFCOs across the state.



STATEWIDE LISTENING SESSIONS – CALAFCO will host regional focus groups to hear directly from members about structure, culture, and the value of desired services.

Next Steps: Several action items unanimously supported by the Board members present at the retreat will be ratified by the Board at the April 4, 2025 meeting. A full retreat summary and a detailed six-to-nine-month action plan are forthcoming. This moment of transition is also one of transformation—and through clear communication, collaborative governance, and shared purpose, CALAFCO is poised to evolve and thrive.



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