



Local Agency Formation Commission
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DATE: July 17, 2025 (Agenda)

TO: LAFCO Commissioners

FROM: Bill Nicholson, Executive Officer

RE: Update on Current Restructuring and Related Efforts of the California Association of Local Agency Formation Commissions (CALAFCO)
(Agenda Item VII.A.)

The Interim CALAFCO Executive Director, José Henriquez and the consulting support team have been working with the CALAFCO Board of Directors to react to feedback received from various outreach efforts, and come up with organizational and operational improvements to improve membership support and accountability. I will give an oral report at the July 17th meeting after getting an update from Mr. Henriquez early next week.

Attached is an email sent to me from a team of professionals CALAFCO working on the outreach and corrective action plan which include: José Enriquez and Steve Lucas who are Executive Officers and Regional CALAFCO officers; along with former CALAFCO employees currently working in a consultant capacity, including Pamela Miller and Jeni Tickler-Threadgill.

Also attached is a "CALAFCO Six – to Nine-Month Action Plan" with indications of achievements accomplished and in progress as of June 25th. There will also be a formal vote on all the resulting organization and operational suggestions by all member LAFCOs at the upcoming Annual Fall Conference and Business Meeting in San Diego in October.

REQUESTED ACTION

There is no action requested of the Commission for this agenda item.

Nicholson, Bill

From: José Henriquez <jhenriquez@calafco.org>
Sent: Thursday, June 26, 2025 5:00 PM
To: eo; clerks; Analysts; counsel
Cc: Paula de Sousa; 'pmiller@millermcg.com'; Jeni Tickler
Subject: Updated action plan and email text
Attachments: CALAFCO_Retreat_ActionPlan_FINAL - Jun update.pdf

CALAFCO Members,

The Transition Team is providing an update on the 6-9-month action plan, which is attached. We are pleased to report progress in many areas.

- All focus groups (6 in total) have been completed along with the online cultural assessment. There is a tremendous amount of feedback that Pamela is reviewing as she develops her recommended reforms.
- CALAFCO U has been re-established and there are 3 sessions scheduled throughout the 3rd quarter. You should have already received the save-the-date flier and registration information for the first session.
- The Legislative Committee is actively meeting and engaging in legislation. Two CALAFCO Omnibus proposals were amended into the Senate Local Government Committee Omnibus bill, and that process is progressing.
- Regarding hiring an interim Executive Director, the Team has been conducting an exhaustive search. There is a person who has indicated strong interest in the role and the transition team is currently doing its due diligence in ensuring that an arrangement that is equitable for both parties is both long term and sustainable before presenting it to the Board.

Please let us know if you have any questions.

José, Steve, Pamela Jeni

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
<p><input checked="" type="checkbox"/> Hire Interim Executive Director Lead: CALAFCO Note: Approved at 4/4/25 Board meeting</p> <p><input checked="" type="checkbox"/> Re-establish CALAFCO U Lead: CALAFCO Progress: Completed</p>	<p><input checked="" type="checkbox"/> Conduct Comprehensive Review of Structures Lead: Miller MCG Deadline: 7/31/25 Note: Includes Regional Board, Regional Officers, Dues & Committees</p> <p><input checked="" type="checkbox"/> Conduct Review of Bylaws & Policies Lead: Miller MCG Deadline: 7/31/25</p> <p><input checked="" type="checkbox"/> Conduct LAFCO Staff Focus Group Lead: Miller MCG & CALAFCO Progress: Completed</p> <p><input checked="" type="checkbox"/> Support Legislative Committee Lead: CALAFCO Progress: Completed</p> <p><input checked="" type="checkbox"/> Conduct Focus Groups Lead: Miller MCG & CALAFCO Deadline: 6/30/25 Note: Include All 4 Regions for LAFCO Commissioners & Staff Progress: Completed all regions + Assoc. Members</p>	<p><input type="checkbox"/> Activate Membership Advisory Committee Lead: CALAFCO Note: To be activated after 7/1/25</p> <p><input checked="" type="checkbox"/> Develop Reform Recommendations Lead: Miller MCG Deadline: 7/31/25 Note: Following completion of all feedback, analysis & research</p> <p><input checked="" type="checkbox"/> Adopt Board Meeting Rules of Order Lead: Miller MCG & CALAFCO Deadline: 7/31/25</p> <p><input type="checkbox"/> Solicit Legislative Proposals from Member LAFCOs Lead: CALAFCO Deadline: 8/31/25 Note: For 2026 Legislative Year</p> <p><input type="checkbox"/> Solicit LAFCO Staff Volunteers For Legislative Committee Lead: CALAFCO Deadline: 8/31/25 Note: For the 2025-26 Legislative Committee</p> <p><input checked="" type="checkbox"/> Conduct Two CALAFCO U Sessions Lead: CALAFCO Progress: Three sessions booked (Jul-Sep); flier sent; Jul registration open</p>	<p><input type="checkbox"/> Develop Communication Plan For Distribution of Report and Recommendations Lead: Miller MCG, CV Strat, CALAFCO Note: To disseminate information Association-wide</p> <p><input type="checkbox"/> Distribute Report & Recommendations For Change Lead: Miller MCG & CALAFCO Note: Of comprehensive review, feedback and recommendations to Board & membership</p> <p><input type="checkbox"/> Board Meeting Lead: Miller MCG & CALAFCO Note: To adopt recommended reforms & approve support of recommended bylaws changes on 7/25/25</p> <p><input type="checkbox"/> Membership Engagement/ Input on Recommended Reforms Lead: Miller MCG & CALAFCO Note: For potential adoption of bylaws changes at annual meeting</p> <p><input type="checkbox"/> Conduct Annual Business Meeting Lead: CALAFCO Note: 10/23/25</p>	<p><input type="checkbox"/> Adopt CALAFCO & Board Code of Conduct Lead: Miller MCG & CALAFCO</p> <p><input type="checkbox"/> Recruit & Hire Permanent Executive Director Lead: CALAFCO & Miller MCG</p> <p><input type="checkbox"/> Develop Communications Code of Conduct Lead: CV Strategies & CALAFCO</p> <p><input type="checkbox"/> Schedule 2026 CALAFCO U Sessions Lead: CV Strategies</p> <p><input type="checkbox"/> Note: Should launch with the 2026 annual calendar</p>
				An outcome of the Board retreat, March 20-21, 2025

Pamela Miller
Owner & Chief Engagement Officer, Miller Consulting
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Update as of:
June 25, 2025

<input type="checkbox"/> Pending Start	<input checked="" type="checkbox"/> In Progress	<input checked="" type="checkbox"/> Completed
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