

LAFCO MEMORANDUM

SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION

105 East Anapamu Street • Santa Barbara CA 93101 • (805) 568-3391 + Fax (805) 568-2249

February 5, 2026 (Agenda)

TO: Each Member of the Commission

FROM: Mike Prater
Executive Officer

SUBJECT: Report on CALAFCO Board February 23, 2026 Meeting

This is an Informational Report. No Action is Necessary

DISCUSSION

The CALAFCO Board of Directors will hold a meeting on February 23, 2026 virtually. At your January 8, 2026 meeting Commission Chair Stark was appointed as voting delegate, and Commissioner Kyriaco was appointed as Alternate. Member LAFCOs will be asked to vote on a single proposed amendment to the CALAFCO's Bylaws. These changes are part of the ongoing Association transformation efforts.

In summary, the recommendations are:

- Eliminating the current Board “seat type” structure making Executive Officers eligible to serve on the CALAFCO Board.

Other regional changes explored without consensus include:

- Move from four (4) to nine (9) regions as noted on the draft map
- Reduce the size of the Board from twenty (20) to sixteen (16) members as follows:
 - North Coast – 1
 - Cascade-Sierra – 1
 - Sacramento Valley – 2
 - San Joaquin Valley – 2
 - Inland Desert – 2
 - South Coast – 2
 - Central Coast – 2

- South Bay – 2
- North Bay – 2

To support the single change above, additional Bylaws changes are being recommended:

- Executive Officers become eligible to be elected to the Board from their respective region
- In exchange, the Regional Officers will no longer be voting Board Members
- Remove commissioner “seat type” so that the most qualified commissioner candidates may be elected by their respective regions, regardless of the category of membership in their home LAFCO (county, city, special district, public)
- Limit Member LAFCOs to one Board Member representative at any given time

THE ASK: Voting Delegates will vote on revisions to the proposed map, Board “seat type” structure, and Bylaw changes.

The February 23 meeting will also include an *informational update* on the broader regional and governance restructuring effort. No action will be requested on those items at that time.

Attachments

Attachment A - CALAFCO Restructure Working Group Memo and draft Regional Map

Attachment B – Email correspondence from Pamela Miller, Joe Serano, and Michelle McIntyre

Please contact the LAFCO office if you have any questions.

Memo

To: Executive Officers of Member LAFCOs

From: CALAFCO Transition Team and Regional/Board Restructure Working Group

Date: December 9, 2025

Subject: **CALAFCO DRAFT Regional Map Revision & Proposed New Board Structure – FEEDBACK REQUESTED**

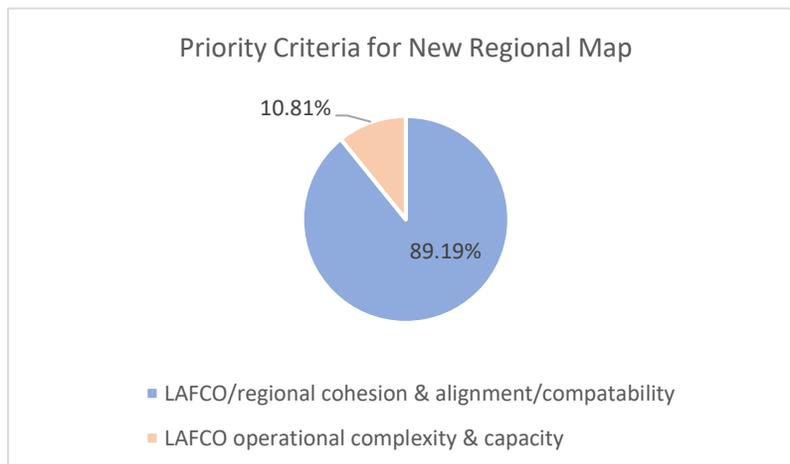
Dear Member LAFCO Executive Officers,

On February 23, 2026, Member LAFCOs will be asked to vote on several proposed amendments to CALAFCO's Bylaws. These changes are part of the ongoing Association transformation effort and in direct response to feedback from Member LAFCOs. The first step in these Board structure changes was unanimously approved by the membership at the October 2025 annual business meeting when Regional Officers were added to the Board as voting members.

As CALAFCO reported, a comprehensive review of the current regional and Board structures was undertaken. Following five focus groups, a comprehensive online survey, and extensive statewide research conducted earlier this year, a working group was formed (after a statewide call for volunteers was issued) in September consisting of ten LAFCO Executive Officers throughout the state. Meeting bi-weekly since September, the working group's focus has been to examine the data, consider opportunities to enhance and improve the regional model and Board structure, and make recommendations for consideration and feedback.

The working group reviewed versions of older regional maps and developed several newer versions for their consideration and deliberation.

In October, Executive Officers (EOs) across the state were asked to provide input on criteria for a new regional map. The working group used that input to develop the first draft of the regional revisions, which is attached. Here is what we heard from the 37 EOs who responded:



- 89.19% of respondents felt that the first priority to be considered should be: **LAFCO/regional cohesion and alignment/compatibility**. This includes geographic proximity; LAFCO identity and economic base of the area; regional identity (point of view, attitude, culture); and similarity of issues/challenges.
- 10.81% of respondents felt that the first priority to be considered should be: **LAFCO operational complexity and capacity**. This includes LAFCO level of capacity and resources (human and fiscal); and the complexity of the LAFCO and its work.

Beyond these two primary criteria, seeking some population balance was considered. Dues by region were discussed. However, it's important to note that revising the dues structure is outside the scope of this working group. CALAFCO intends to address this matter in the near future, separately from this work.

The working group is seeking your feedback on the proposed regional structure and the corresponding Board structure. In summary, the recommendations are:

- Move from four (4) to nine (9) regions as noted on the map
- Reduce the size of the Board from twenty (20) to sixteen (16) members as follows:
 - North Coast – 1
 - Cascade-Sierra – 1
 - Sacramento Valley – 2
 - San Joaquin Valley – 2
 - Inland Desert – 2
 - South Coast – 2
 - Central Coast – 2
 - South Bay – 2
 - North Bay – 2
- To support the changes above, several additional Bylaws changes are being recommended:
 - Executive Officers become eligible to be elected to the Board from their respective region
 - In exchange, the Regional Officers will no longer be voting Board Members
 - Remove commissioner “seat type” so that the most qualified commissioner candidates may be elected by their respective regions, regardless of the category of membership in their home LAFCO (county, city, special district, public)
 - Limit Member LAFCOs to one Board Member representative at any given time

THE ASK: *You are being asked to provide feedback on the proposed regional structure and corresponding Board structure, as noted above. Please email your feedback to Pamela Miller at pmiller@millermcg.com no later than January 9, 2026, to ensure it's considered by the working group.*

WHAT'S NEXT: The working group will meet in January and consider all feedback received. If necessary, revisions to the proposed map and Board structure will be made, and the final version will be sent to the membership for consideration at the February 23, 2026, business meeting.

For questions, please contact Transition Team member Pamela Miller at pmiller@millermcg.com, CALAFCO Interim Executive Director Michelle McIntyre at mmcintyre@calafco.org, Executive Officer, José Henríquez at HenriquezJ@saLAFCO.org, or any of the working group representatives listed on the next page.

Members of the CALAFCO Regional/Board Restructure Working Group

- Pamela Miller, Transition Team Consultant and Lead – pmiller@millermcg.com
- Michelle McIntyre, Interim Executive Director - mmcintyre@calafco.org
- José Henríquez, CALAFCO EO/Central Regional Officer - HenriquezJ@saCALAFCO.org
- Joe Serrano, Coastal Regional Officer - Joe.Serrano@santacruzcountyca.gov
- Shannon Costa, Northern Regional Officer - scosta@buttecounty.net
- Tyler Salcido, Southern Regional Officer - tylers@iclafco.com
- Christine Crawford, Yolo LAFCO (Central Region) - Christine.Crawford@yolocounty.gov
- Brian Spaunhurst, Fresno LAFCO (Central Region) - bspaunhurst@fresnocountyca.gov
- Kai Luoma, Ventura LAFCO (Coastal Region) - Kai.Luoma@venturacounty.gov
- Jason Fried, Marin LAFCO (Coastal Region) - jfried@marinlafco.org
- Colette Santsche, Humboldt/Trinity LAFCOs (Northern Region) - colettes@planwestpartners.com

We truly appreciate your continued support and active input.

Sincerely,

CALAFCO Transition Team & Regional/Board Restructure Working Group

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Attachments:

- A. DRAFT proposed new regional map as of November 2025
- B. Corresponding population data spreadsheet

**PROPOSED REGIONAL MAP REVISION
AS OF NOVEMBER 2025**



This map details which counties are within each of the nine regions, the total population within each of those proposed regions, and the current dues structure formula which notes the total population using the population threshold/cap of 700,000 per county as determined by the Board.

Population By County / Region
Total and with CALAFCO Population Cap of 700,000

DRAFT NOV 2025

North Bay			South Bay		
	pop w/ cap			pop w/ cap	
Contra Costa	1,172,607	700,000	Alameda	1,649,060	700,000
Marin	256,400	256,400	San Francisco	827,526	700,000
Napa	132,727	132,727	San Mateo	742,893	700,000
Solano	455,101	455,101	Santa Clara	1,926,325	700,000
Sonoma	485,375	485,375			
	2,502,210	2,029,603		5,145,804	2,800,000

North Coast			Cascade-Sierras		
	pop w/ cap			pop w/ cap	
Del Norte	26,544	26,544	Alpine	1,099	1,099
Humboldt	133,817	133,817	Amador	42,026	42,026
Lake	67,254	67,254	Calaveras	46,505	46,505
Mendocino	89,827	89,827	El Dorado	190,770	190,770
Shasta	181,121	181,121	Lassen	28,430	28,430
Siskiyou	42,498	42,498	Mariposa	17,048	17,048
Trinity	15,884	15,884	Modoc	8,491	8,491
			Mono	12,991	12,991
			Nevada	102,195	102,195
			Placer	421,446	421,446
			Plumas	18,885	18,885
			Sierra	3,113	3,113
			Tuolumne	54,357	54,357
	556,945	556,945		947,356	947,356

Sacramento Valley			San Joaquin Valley		
	pop w/ cap			pop w/ cap	
Butte	208,334	208,334	Fresno	1,024,125	700,000
Colusa	22,074	22,074	Kern	922,529	700,000
Sacramento	1,611,231	700,000	Kings	154,913	154,913
Sutter	98,545	98,545	Madera	165,432	165,432
Tehama	64,451	64,451	Merced	296,774	296,774
Yolo	225,251	225,251	San Joaquin	816,108	700,000
Yuba	87,469	87,469	Stanislaus	556,972	556,972
Glenn	29,369	29,369	Tulare	483,506	483,506
	2,346,724	1,435,493		4,420,359	3,757,597

Central Coast			Inland Desert		South Coast		
	pop w/ cap			pop w/ cap		pop w/ cap	
Monterey	436,251	436,251	Imperial	181,724	181,724	Los Angeles	9,757,179
San Benito	69,159	69,159	Inyo	18,485	18,485	Orange	3,170,435
San Luis Obispo	281,843	281,843	Riverside	2,529,933	700,000	San Diego	3,298,799
Santa Cruz	262,406	262,406	San Bernardino	2,214,281	700,000		
Santa Barbara	444,500	444,500					
Ventura	835,427	700,000					
	2,329,586	2,194,159		4,944,423	1,600,209	16,226,413	2,100,000

Data source:

[California Counties by Population \(2025\)](#) which cites United States Census Bureau. [Annual Estimates of the Resident Population](#): April 1, 2020 to July 1, 2024. Population Division. May 2025

From: Michelle McIntyre <mmcintyre@calafco.org>
Sent: Tuesday, December 9, 2025 4:34 PM
To: Info
Cc: pmiller@millermcg.com
Subject: REQUEST FOR INPUT - CALAFCO Regional/Board Restructuring Drafts
Attachments: CALAFCO Restructure Working Group Memo and attaches to EOs for Feedback 12-9-25.pdf

Hello EOs,
I am forwarding the email below on behalf of Pamela Miller. Thank you.
Michelle

Member LAFCO Executive Officers:

The Regional/Board Restructuring Working Group has been working since September to consider opportunities to enhance and improve the regional model and Board structure and make recommendations for consideration and feedback. In October, the working group asked for your input on regional boundaries criteria the working group identified. Using that input, the group developed draft proposed revisions to the regional and Board structure.

As Member LAFCO EOs, we are now asking for your feedback on the draft proposed regional structure map and corresponding draft Board structure.

Please review the attached Memo which outlines the criteria used based on your input; provides a summary of the proposed changes to the regional and Board structures; identifies what you are being asked to do; and the deadline by which we need your feedback. There are two attachments to the Memo: (1) Draft new regional map for your consideration; (2) Population data by newly proposed region as informational data only.

Please review the information carefully and provide your feedback by January 9, 2026 @ 5 p.m. to Pamela Miller at pmiller@millermcg.com. All feedback received by that date/time will be provided to the working group for evaluation and consideration in finalizing the proposed changes. The working group will finalize their draft recommendations shortly thereafter and then distribute the final draft to the full Membership well in advance of the February 23, 2026 special business meeting.

We welcome all feedback and will take it all into consideration. However, please be aware that a stated preference does not necessarily mean it's guaranteed. The working group needs your ongoing input and ideas about enhancing and improving the CALAFCO regional boundaries and Board structure. We appreciate your collaboration and thank you in advance for providing input.

Thank you on behalf of the entire working group. As the memo indicates, reach out to any one of us with any questions you may have.

- Pamela Miller, Transition Team Consultant and Working Group Lead
- Michelle McIntyre, Interim Executive Director
- José Henríquez, CALAFCO EO/Central Regional Officer
- Joe Serrano, Coastal Regional Officer
- Shannon Costa, Northern Regional Officer
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- Jason Fried, Marin LAFCO (Coastal Region)
- Colette Santsche, Humboldt/Trinity LAFCOs (Northern Region)

Pamela

Pamela Miller
CALAFCO Transition Team Consultant



PMiller@millermcg.com

916-850-9271

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From: Joe Serrano <Joe.Serrano@santacruzcountyca.gov>
Sent: Monday, December 15, 2025 2:22 PM
To: Jennifer Stephenson; Jones, Rachel, CAO; Lou Ann Texeira; Jason Fried; McKenna, Kate x5016; Khalid Samarrae; Rob Fitzroy; Rob Bartoli; Mike Prater SB LAFCo; lafco@sblafco.org; Palacherla, Neelima; Seithel Rich; Luoma, Kai
Subject: CALAFCO Regional/Board Restructuring Map (DRAFT VERSION)
Attachments: CALAFCO Restructure Working Group Memo and attaches to EOs for Feedback 12-9-25.pdf

Happy Holidays Coastal Region,

As you may know, CALAFCO recently shared the proposed regional structure map for membership review (see email below and attached). I wanted to follow-up and see if any of you have questions/concerns/comments towards the proposed map. It is critical that we hear from each LAFCO about the hypothetical regions, which are meant to enhance membership representation and advocate for more collaboration among neighboring LAFCOs.

What about membership dues? There are several areas of improvement that CALAFCO identified following Pamela Miller’s discussions with the respective regions. While the proposed regional map doesn’t address membership dues at this time, it does set the foundation for other discussion points in the foreseeable future including but not limited to a new board structure and membership dues. At this time, I encourage you and your LAFCO to focus on the regional map and see if this accurately reflects your identify in the proposed regions.

CALAFCO is continuing to explore ways to improve itself, and better representation is at the top of the “to-do list” so I encourage you to review the map and **provide comments either to me or directly to Ms. Pamela before the January 9th deadline.**

-Joe

Joe A. Serrano
Executive Officer
Local Agency Formation Commission of Santa Cruz County
701 Ocean Street, Room 318-D, Santa Cruz, CA 95060
Email: joe@santacruzlafco.org
Phone: (831) 454-2055



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Thank you on behalf of the entire working group. As the memo indicates, reach out to any one of us with any questions you may have.

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Pamela

Pamela Miller

CALAFCO Transition Team Consultant



PMiller@millermcg.com

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From: Michelle McIntyre <mmcintyre@calafco.org>
Sent: Thursday, January 15, 2026 3:02 PM
To: eo
Subject: Update on the Regional and Structure Working Group - Items for the Feb 23 CALAFCO Business Meeting

Dear Executive Officers,

I am writing to provide a brief update on the CALAFCO Regional and Board Structure Working Group (Working Group) and to confirm which items will be brought forward for member consideration at the February 23 Special Business Meeting.

As background, the CALAFCO Board established the Working Group in July 2025 in response to its consultant's recommendations, with clear direction that the membership be meaningfully engaged before any governance or regional changes were advanced.

Last month, member and non-member LAFCOs, as well as Associate Members, were invited to provide feedback on a set of preliminary concepts. The Working Group received thoughtful input from approximately 24 member LAFCOs, and we also received comments from several non-member LAFCOs. The concepts presented included a proposed nine-region map, potential adjustments to Board representation by region, limits on Board representation per LAFCO, eligibility for Executive Officers to serve on the CALAFCO Board, and the elimination of existing Board "seat types."

That feedback showed clear and consistent support for two items: making Executive Officers eligible to serve on the CALAFCO Board and eliminating the current Board "seat type" structure. Other elements—particularly the proposed regional map, the number of Board members per region, and limits on representation—raised important questions and concerns and did not reflect the same level of consensus.

Based on this feedback, the Working Group concluded that Executive Officer eligibility and the elimination of seat types are ready for direct consideration by the membership. Accordingly, members will be asked at the February 23 Special Business Meeting to consider a single proposed amendment to the CALAFCO Bylaws addressing only those two provisions as one item. These provisions are being advanced together to ensure that Executive Officers may be eligible to serve on the Board, as there is no "Executive Officer seat type." If approved, the changes would take effect with the October 2026 Board elections. **Also, if approved, the four Regional Executive Officers would no longer serve as Board members after the election.**

The February 23 meeting will also include an *informational update on the broader regional and governance restructuring effort. No action will be requested on those items at that time.*

Additional outreach and discussion will continue. Time has been set aside at the upcoming Staff Workshop in Pismo Beach (May 6–8) for a dedicated General Session on these topics, followed by a Working Group meeting. The intent is to continue listening, refining concepts, and sharing information well in advance of any future decision points. At this stage, the Working Group anticipates bringing

forward a proposed regional map and related governance structure for membership consideration at the October 2026 Business Meeting.

The Working Group's approach, consistent with the Board's, remains deliberate and phased—proceeding where there is clear agreement while allowing adequate time to discuss broader structural questions.

Thank you for your time and thoughtful input. Please don't hesitate to reach out if you have any questions or would like additional clarification.

Sincerely,
Michelle