MEETING AGENDA



Del Norte Local Agency Formation Commission MARCH 24, 2025 REGULAR MEETING - 4:00 PM Del Norte County Board of Supervisors Chambers Flynn Center - 981 H St. Crescent City, CA 95531

- 1. <u>Call to Order/Roll Call/ Commission Introductions & Appointments</u>
 - A. Pledge of Allegiance
 - B. Commissioner Introductions & Appointments
 - C. Certificate of Recognition: Former City Member Blake Inscore
 - D. Chair and Vice-Chair Appointments for 2025
- 2. Consent Calendar
 - A. Draft Minutes for September 30, 2024 (ATTACHMENT 2A)
 - B. 2025 Meeting Dates (ATTACHMENT 2B)
- 3. Public Hearings
 - A. FY 2025-26 Draft Budget (ATTACHMENT 3A)
- 4. Regular Business
 - A. FY 2024-25 Mid-Year Budget Review (ATTACHMENT 4A)
 - B. MSR/SOI Compliance Work Plan (ATTACHMENT 4B)
 - C. Current and Future Applications (ATTACHMENT 4C)
- 5. Inquiries, Correspondence, Application Status and Referrals
 - A. Staff The Executive Officer will provide a report of current projects, issues of interest, and pending legislation.
 - Klamath FPD Fire Services Planning
 - Legislative & CALAFCO Update (Letter to Commission)
 - B. Commission On their own initiative, Commission members may make brief announcements or reports on their own activities. They may ask questions for clarification, make a referral to staff or request a business matter for a future agenda per Government Code Section 54954.2 (a).
 - C. Public Public comment on items of interest within LAFCo subject matter jurisdiction, and not otherwise appearing on the agenda. No action may be taken on any item not appearing on the agenda.
- 6. Adjournment

Next Meeting: June 2, 2025 (special meeting due to Memorial Day holiday).

DRAFT MINUTES



Del Norte Local Agency Formation Commission REGULAR MEETING In Person: Del Norte County Board of Supervisors Chambers Flynn Center - 981 H St. Crescent City, CA 95531 September 30, 2024, 4:00 PM

Members present: Blake Inscore (City Member & Chair), Dean Wilson (County Member & Vice Chair), Darrin Short (County Member), Lyle Armstrong (Public Member) and Donna DeWolf (Alternate Public Member)

Members absent: Jason Greenough (City Member),

Others present: George Williamson (Executive Officer), Jim Underwood, Legal Counsel; Geoff Antill, Elaine Fallgren & other district representatives (Smith River FPD), John Rigers (Smith River Cemetery District..

1. Call to Order/Roll Call

Commission Chair Inscore called the meeting to order at 4:00 p.m.. Roll call was taken.: Commissioners Inscore, Wilson, Short, Lyle Armstrong.

A. Commissioner Inscore led the Pledge of Allegiance

2. Public Hearings

A. Smith River FPD Annexation Hearing

Staff presented the Smith River Fire Protection District ("Smith River FPD" or "District") annexation of approximately 972 acres (73 parcels) application to the Commission. located outside the District boundaries, but within its adopted Sphere of Influence..

There is a Property Tax Revenue Sharing Agreement, between Smith River FPD and the County of Del Norte, approved by Del Norte County Board of Supervisors Resolution No. 2024-025 per Revenue and Tax Code §99 and §99.01. County property tax for land within the proposed annexation territory are to be equally split. These taxes are already collected by the County and would not result in new or increased property tax for land in the proposed annexation area.

Discussion

Commission Chair Inscore opened the public hearing, District representative Geoff Antill, addressed the Commission, reviewing the annexation process.

There were no protest received prior to or during the hearing.

Del Norte Local Agency Formation Commission REGULAR MEETING <u>September 30, 2024,</u> 4:00 pm

On a motion by Commissioner Short, seconded by Commissioner Wilson and carried by a 4 - 0 vote, the Commission approved the annexation by Resolution 24-05, and waived the protest proceedings.

B. Smith River CSD MSR/SOI Update

Staff presented the updated MSR/SOI, including the following: Correcting differences between the Tax Rate Area (TRA) boundaries on file with California State Board of Equalization (BOE) and the boundary on file with the District. District integration of all five pump stations into a SCADA system, with meters being replaced with advanced metering infrastructure (AMI); the billing system has been upgraded: District is in the process of acquiring an emergency generator; service rate increase: conducting a customer cost analysis.

Discussion

On a motion by Commissioner Short, seconded by Commissioner Wilson and carried by a 4 - 0 vote, the Commission approved the MSR/SOI Update by Resolution 24-06,

3. Regular Business

A. Draft June 3, 2024, Minutes

On a motion by Commissioner Short, seconded by Commissioner Wilson and carried by a 4 - 0 vote, the Commission approved the June 3, 2024, Minutes,

B. FY 2023-24 Budget Review

Staff presented the 2023-2024 final budget

This was an informational Item, no action required.

C. MSR / SOI FY 2024-25 Compliance Work Plan

Staff presented the FY 2024-25 MSR / SOI Compliance Work Plan

This was an informational Item, no action required.

D. Del Norte County Fair Recreation & Park District – Municipal Services Review Determination Reconsideration Update

Staff presented a MSR Determination Reconsideration Update. DNCFRPD formation included a condition (#3) creating a reserve sales tax fund until tax no longer being collected. The 2020 MSR, included a determination that a Post Sales Tax Fairgrounds Use Funding Program be prepared to support the proposed release of sales tax reserve funds, which can be done at the same time as Condition # 3 removal consideration. Both are contingent on a Post Sales Tax Fairgrounds Use Funding Program, jointly prepared by DNCFRPD & 41st DAA Board, based on an updated Del Norte County Fairgrounds Facility 5-year Capital Improvement Program and long term funding provisions.

Del Norte Local Agency Formation Commission REGULAR MEETING <u>September 30, 2024,</u> 4:00 pm

Several Commissioners commented on the importance of keeping the fair going. This was an informational Item, no action required.

- 4. Inquiries, Correspondence, Application Status and Referrals
 - A. Staff The Executive Officer will provide a report of current projects, issues of interest, and pending legislation.
 - Klamath FPD Fire Services Planning. The Commission received a Klamath FPD Fire Services update, including Fire Station improvements; & funding.
 - Legislative Update. The Commission received an update on SB 1240 recently signed by Governor Newsome.
 - Application Status. The Commission received an update on pending & future applications, including studies
 - B. Commission On their own initiative, Commission members may make brief announcements or reports on their own activities. They may ask questions for clarification, make a referral to staff or request a business matter for a future agenda per Government Code Section 54954.2 (a).
 - C. Public Public comment on items of interest within LAFCo subject matter jurisdiction, and not otherwise appearing on the agenda. No action may be taken on any item not appearing on the agenda. The Commission received testimony regarding special districts from community member Alicia Williams
- 5. Adjournment

The meeting was adjourned at 5:06 PM. The Next Meeting scheduled for November 25, 2024, unless there is an alternate date scheduled.

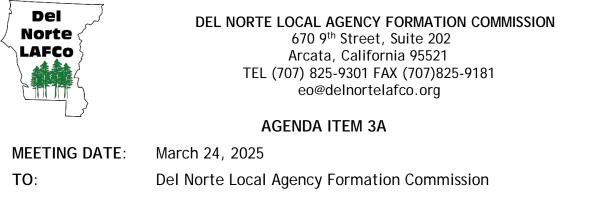


MEETING DATE:	March 24, 2025
TO:	Del Norte Local Agency Formation Commission
FROM:	George Williamson AICP, Executive Officer
SUBJECT:	Calendar Year - 2025 - Regular & Special Meeting Dates

DISCUSSION

The Commission generally meets on the fourth Monday of every other month, unless rescheduled due to holidays or other considerations. The Calendar Year 2025 meeting dates are listed below.

March 24, 2025	Regular Meeting - Draft Budget
June 2, 2025	Special Meeting (due to holiday) Final Budget
July 28, 2025 -	Regular Meeting
September 22, 2025	Regular Meeting -
November 24, 2025 -	Regular Meeting (may change due to holiday)



FROM:George Williamson AICP, Executive OfficerSUBJECT:FY 2025-26 Draft Budget

DISCUSSION

The Commission will consider a Draft FY 2025-26 budget at a public hearing held on March 24, 2025. The budget is proposed to increase by less than 3%. The following changes are proposed:

- Insurance: Increasing from \$3,800.00 to \$4,100.00
- CALAFCO Membership: Increasing from \$1,603.00 to \$1,656.00
- Professional Services (MSR/SOI Preparation): Increasing from \$30,000.00 to \$31,500.00
- Professional Services (Legal Counsel) Increasing \$8,500.00 to \$9,000.00
- Professional Services (Executive Officer/Admin): increasing from \$49,000.00 to \$50,000.00 (includes office lease: (12 months @ \$350/month= \$4,200.00)
- Travel/Training (CALAFCO Conference): decreasing from \$2,000.00 to \$1,500.00

Overall expenditures are proposed to increase from \$107,303.00 to \$110,156.00. City and County contributions are proposed to be \$49,678.00 each to cover the proposed increased expenditures. The contingency fund balance is proposed to stay at \$10,729.00.

RECOMMENDATION

The following procedures are recommended for the Commission's consideration:

- Receive verbal report from staff;
- Invite testimony; and
- Discuss item and consider action on the recommendation:
 - 1) Approve Draft FY 2025-2026 Budget and direct staff to distribute to City & County

ATTACHMENTS

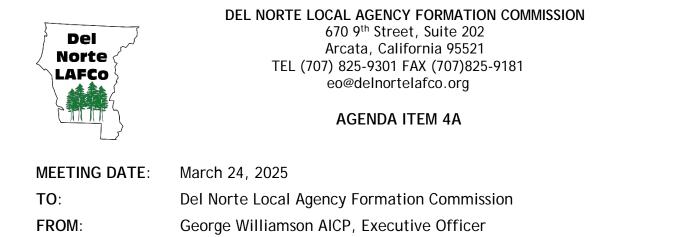
Draft FY 2025-2026 Budget

Del Norte LAFCo Draft FY 2025-2026 Budget

Account	EXPENDITURES	Final Yr 2024-25	Draft Yr 2025 -26
Line #	SERVICES & SUPPLIES		
20150	Insurance	\$3,800.00	\$4,100.00
20200	CALAFCO Membership	\$1,603.00	\$1,656.00
20221	Printing	\$50.00	\$50.00
20223	Postage	\$50.00	\$50.00
20230	Professional Services		
	MSR/SOI Preparation	\$30,000.00	\$31,500.00
	Application Processing	\$10,000.00	\$10,000.00
20231	Prof. Serv. Exec. Officer/ Admin. **	\$49,000.00	\$50,000.00
20232	Prof. Serv. Legal Counsel	\$8,500.00	\$9,000.00
20240	Advertising/Publications	\$500.00	\$500.00
20290	Travel-Training (CALAFCO Board Mtgs/Conference)	\$2,000.00	\$1,500.00
70530	Interfund-Cost Plan (\$150/mo budget amount)	\$1,800.00	\$1,800.00
20233	Public Member Stipend (up to 6 mtgs @ \$40/mtg)	\$0.00	\$0.00
	TOTAL EXPENDITURES	\$107,303.00	\$110,156.00
	** includes Office Lease Space: 12 months @ \$350/mc	onth	
	REVENUES		
91125	Project Revenue (Application Deposit)*	\$10,000.00	\$10,000.00
90300	Interest	\$753.00	\$800.00
90780	Del Norte County	\$46,775.00	\$49,678.00
90781	City of Crescent City	\$46,775.00	\$49,678.00
07100	Funds from Account #42801007100 (for CALAFCO Bo	\$3,000.00	\$0.00
	TOTAL REVENUES	\$107,303.00	\$110,156.00
Continge	ncy (Unrestricted) Fund		
7100		\$0.00	\$0.00
	FUND BALANCE		Ţ - · · · ·
07100	Account #42801 007 100	\$10,729.00	\$10,729.00

*Deposit paid by applicants to cover application processing. Projected amount for

auditor use in issuing payment for expense claims.



FY 2024-25 Mid-Year Cost Accounting

DISCUSSION

SUBJECT:

Overall, Del Norte LAFCo is on track with Quarter 1 and Quarter 2 revenues and expenditures. Expenditures are \$61,637.04 to date, which is 57% of the budgeted \$107,303.00 expenditure amount. Revenues thus far are \$101,537.00, which is approximately 97% of the budgeted revenue amount of \$107,303.00.

RECOMMENDATION

The following procedures are recommended with respect to the Commission's consideration of this item:

Review FY 2024-2025 Mid-Year Budget Summary, attached below.

ATTACHMENTS

FY 2024-2025 Mid-Year Budget Summary

Del Norte LAFCo FY 2024-25 Mid-Year Review

		Final FY 2024-25	Mid-Yr 2024-25
Account	EXPENDITURES	Budget	Budget Amounts
Line #	SERVICES & SUPPLIES		
20150	Insurance	\$3,800.00	\$3,714.97
20200	CALAFCO Membership	\$1,603.00	\$1,603.00
20221	Printing	\$50.00	\$0.00
20223	Postage	\$50.00	\$0.00
20230	Professional Services		
	MSR/SOI Preparation	\$30,000.00	\$10,851.25
	Application Processing	\$10,000.00	\$5,000.00
20231	Prof. Serv. Exec. Officer/ Admin. **	\$49,000.00	\$35,952.05
20232	Prof. Serv. Legal Counsel	\$8,500.00	\$2,213.00
20240	Advertising/Publications	\$500.00	\$53.81
20290	Travel-Training (CALAFCO Board Mtgs/Conference)	\$2,000.00	\$1,359.96
70530	Interfund-Cost Plan (\$150/mo budget amount)	\$1,800.00	\$889.00
20233	Public Member Stipend (up to 6 mtgs @ \$40/mtg)	\$0.00	\$0.00
	TOTAL EXPENDITURES	\$107,303.00	\$61,637.04
	** includes Office Lease Space: 12 months @ \$350/mc	onth	
	REVENUES		
91125	Project Revenue (Application Deposit)*	\$10,000.00	\$7,500.00
90300	Interest	\$753.00	\$487.00
90780	Del Norte County	\$46,775.00	\$46,775.00
90781	City of Crescent City	\$46,775.00	\$46,775.00
07100	Funds from Account #42801007100 (for CALAFCO Bo	\$3,000.00	
	TOTAL REVENUES	\$107,303.00	\$101,537.00
Continge	ncy (Unrestricted) Fund		
7100			
	FUND BALANCE		
07100	Account #42801 007 100	\$10,729.00	\$10,729.00

*Deposit paid by applicants to cover application processing. Projected amount for

auditor use in issuing payment for expense claims.



DEL NORTE LOCAL AGENCY FORMATION COMMISSION 670 9th Street, Suite 5 Arcata, California 95521 TEL (707) 825-9301 FAX (707)825-9181 eo@deInortelafco.org

Municipal Service Review (MSR) & Sphere of Influence (SOI) Updates

Compliance Work Program – Updated March 2025

Agency Name	SOI & MSR Status	Contact Information	Next Update
		СІТҮ	
City of Crescent City	MSR & SOI Approved January 2019	377 J. St, Crescent City, CA 95531; Eric Wier; City Manager; (707) 464-7483, <u>ewier@crescentcity.org</u>	2025-2026
	COMIN	COMMUNITY SERVICE DISTRICTS	
Bertsch-Ocean View	MSR & SOI Approved April 2020	844 Keller Ave, Crescent City, CA 95531; Charlie Wick, Board President (707) 218-7021 <u>charliewick.1067@gmail.com</u>	2025
Big Rock	MSR Approved Nov 2015 & SOI Approved April 2016	P.O. Box 453, Crescent City, CA 95531; Alan Porteous, Board VP <u>alan_porteous@msn.com</u> (707) 458-9933	2025
Church Tree	MSR & SOI Approved September 2018	251 Church Tree Rd, Cresc. City, CA 95531; Jim Nelson <u>Thebaldheadedrealtor@charter.net</u> (707) 465-1753	2025
Gasquet	MSR & SOI Approved 2016	P.O. Box 86, Gasquet, CA 95543; John Angst, General Manager <u>gcsd1@outlook.com</u> , Steve Kasmar, Board President <u>bigtunachef@netscape.net</u> (707) 457-3124	2025
Hunter Valley	MSR & SOI Approved 2022 Part of South County	25 Del Ponte Drive, Klamath CA, 95548; Paul Crandall; <u>plcrandall@hughes.net</u> (707) 482-0369	2027
нкс	MSR & SOI Sept 2018 Eng Study in process	231 Bell Hole Loop, Crescent City, CA 95531; Wes White; (707) 951-4059 <u>hrcwater@gmail.com</u>	2025
Klamath	MSR & SOI Approved 2022 Part of South County	P.O. Box 430, Klamath, CA 95548; Margaret Caldwell Manager <u>klamathcsd@gmail.com</u> (707) 482-0245 or 482-1375	2027
Redwood Park	MSR & SOI Approved 2022 Part of South County	P.O. Box 650, Klamath, CA 95548; Robert Nulph, Chairperson rnulph@delnorte.k12.ca.us ; (707) 482-9295	2027
Smith River	MSR & SOI Approved 1. September 2018	241 W. 1 st St, Smith River, CA 95567; Jeff Beard General Manager <u>general.manager@srwater.net</u> O: (707) 487-5381, F: (707) 487-5191 cell# 818-634-5663	2024

Agency Name	SOI & MSR Status	Contact Information	Next Update
		FIRE DISTRICTS	
Crescent City Fire & Rescue	MSR & SOI Approved 2022 Countywide Fire MSR	255 W. Washington Blvd, Crescent City 95531; Kevin Carey Fire Chief; (707) 464 2421; <u>kcarey @crescentcity.org</u>	2027
Fort Dick FPD	MSR & SOI Approved 2022 Countywide Fire MSR	P.O. Box 369, Fort Dick, CA 95538; Randy Crawford <u>fortdickfire@aol.com</u> (707) 487-8185; <u>FDFD81@aol.com</u>	2027
Gasquet FPD	MSR& SOI Approved 2022 Countywide Fire MSR	P.O. Box 85, Gasquet, CA 95543; Nick Karanopoulos, (707) 457-3332; gasquetvfd@charter.net	2027
Klamath FPD	MSR & SOI Approved 2022 Countywide Fire MSR	P.O. Box 369, Klamath, CA 95548; Lonnie Levi Fire Chief 482- 3311 <u>Ijlevi@hotmail.com</u>	2027
Smith River FPD	MSR & SOI Approved 2022 Countywide Fire MSR	P.O. Box 187, Smith River, CA 95567; Fire Chief Ron Simpson; (707) 487-5621; <u>srchief91@yahoo.com</u> Geoff Antill <u>gantill@</u> <u>charter.net - smithriverfireprotectiondistrict@smithriverfire.com</u>	2027
		OTHER DISTRICTS	
County Service Area (CSA) No.1	MSR & SOI Approved April 26 2021	981 H Street, Suite 110, Crescent City, CA 95531; Heidi Kunstal, Community Development Director, <u>hkunstal@co.del-</u> <u>norte.ca.us</u> , (707) 464- 7254; Rosanna Bower, PE, Assistant County Engineer, <u>rbower@co.del-norte.ca.us</u> , (707) 464-7229	2026
Crescent City Harbor District	MSR & SOI Approved August 2021	101 Citizens Dock Road, Crescent City, CA 95531; (707) 464- 6174; Tim Petrick, CEO Harbormaster <u>, tpetrick@ccharbor.com</u>	2026
Del Norte Co. Health Care	MSR & SOI Approved July 2019	P.O. Box 2064, Crescent City, CA 95531; Doris Hendricks, Executive Secretary; (707) 464-9494; dnhcd@delnortehealth.com	2026
Del Norte Co. Library	MSR & SOI Approved July 2019	190 Price Mall, Crescent City, CA 95531; Phyllis Goodell Library Manager (707) 464-9793 pgoodeill@delnortecountylibrary.org	2025
Del Norte Resource Conservation District	MSR & SOI Approved April 2021	241 1st Street, Unit B, Smith River, CA 95567; (707) 487-7630 Brian Ferguson, Board Chair; - delnorteRCD@yahoo.com	2026
Smith River Cemetery	MSR & SOI Approved June 2021	P.O. Box 762, Smith River, CA 95567; John Roberts Board Member <u>at17722@hotmail.com</u> (707) 487-6705	2026
Del Norte County Fairgrounds Recreation and Park	District Formed/ MSR Approved June 2020	PO Box 402, Crescent City, CA 95531; (707) 464-9556, Doug Wakefield Board Chair <u>dwakefield@dncfrpd.org</u> , Kim Floyd, Fair District General Manager/CEO <u>kfloyd@dnfair.org</u>	2025

Del Norte LAFCO	DEL NORTE LOCAL AGENCY FORMATION COMMISSION 670 9th Street, Suite 202 Arcata, California 95521 TEL (707) 825-9301 FAX (707)825-9181 eo@delnortelafco.org AGENDA ITEM 4C
MEETING DATE:	March 24, 2025
TO:	Del Norte Local Agency Formation Commission
FROM:	George Williamson AICP, Executive Officer
SUBJECT:	Current and Future Applications

Current (and recently completed) :

Smith River FPD Annexation (recently completed)

LAFCo Certificate of Completion for Smith River Fire Protection District (SRFPD) annexation filed with Del Norte County Recorder, SRFPD recently completed filing of map description & fee with State Board of Equalization.

Klamath CSD Annexation - SOI Amendment (recently completed)

Klamath CSD recently completed remaining Annexation & SOI Amendment conditions (easements) for Del Ponte Mutual Water Company. LAFCo filing Certificate of Completion & preparing State BOE filing package on CSD's behalf.

Del Norte County Fair Recreation & Park District MSR Determination Revisions Application The DNCFRPD formation included a condition (#3) creating a reserve sales tax fund until tax no longer being collected. The current DNCFRPD Municipal Services Reviews (MSR) updated in 2020, included a determination that a Post Sales Tax Fairgrounds Use Funding Program be prepared to support the proposed release of sales tax reserve funds. A determination reconsideration can be done at the same time as consideration of Condition # 3 removal. Both are contingent on a Post Sales Tax Fairgrounds Use Funding Program, prepared by the DNCFRPD & 41st DAA Board. The funding program would be based on an updated Del Norte County Fairgrounds Facility 5-year Capital Improvement Program and long term funding provisions. Del Norte LAFCO staff currently reviewing a new 5-year Capital Improvement Plan & post 5 year funding to allocate unallocated funds for Commission's determination review

Future

Del Norte Resource Conservation District SOI Amendment -

Del Norte Resource Conservation District (RCD) Board voted to apply for an SOI Amendment, with LAFCo prepare updated MSR/SOI, then follow up with a separate annexation application). This will be funded out of a State Coastal Conservancy block grant that RCD received. Proposing expanding SOI to include entire County. The SOI Amendment Application is pending.

HRC CSD Annexation - Jed Smith Homeowners Association (HOA)

HRC CSD may be considering an annexation proposal, to extend water services to the HOA, within the Districts SOI. This is contingent on a State Water Resources Control Board funded Preliminary Engineering Report (PER) for potential water system consolidation. If the application is filed, the CSD MSR to be updated as well once. Del Norte LAFCo staff expecting the draft PER, will provide comments & return to project engineer.



March 14, 2025

Del Norte LAFCO 670 9th Street, Suite 5 Arcata, CA 95521

Subject: Addressing Member Concerns & Strengthening CALAFCO's Future

Dear Chair Short, Commissioners, and Executive Officer Williamson;

We recognize that the current state of our organization is troubling to our valued members. We must, and will, do better regarding governance, transparency, and the overall direction of CALAFCO. As an organization committed to serving the best interests of LAFCos across the state, we take your concerns seriously and want to assure you that we are actively taking steps to address them.

A Period of Transition & Rebuilding Trust

Every organization evolves as new paths are taken, and CALAFCO is currently undergoing a phase of transition and internal reorganization. Our goal is to emerge stronger, more transparent, and better positioned to serve our membership.

The Board of Directors and Regional Officers are fully engaged in this process, listening to feedback, and implementing meaningful changes that will reinforce trust and ensure the long-term viability of CALAFCO. We are committed to refocusing our mission, improving communication, and enhancing operational efficiency.

Key Actions Underway

To support this effort, we have assembled a highly qualified transition team:

- José Henríquez (Interim Executive Director) Currently the CALAFCO Central Region Officer and Executive Officer of Sacramento LAFCo, José is leading day-today operations, managing fiscal and budgetary matters, and facilitating member engagement.
- **Pamela Miller (Governance Consultant & Organizational Development Specialist)** A former CALAFCO Executive Director, Pamela is conducting a full organizational assessment and comprehensive organizational structural assessment, reviewing policies and Bylaws, and assisting in the recruitment of a permanent Executive Director. She is also leading governance consultation and stakeholder outreach to ensure member voices are heard. Pamela will also be facilitating the March 20th Board retreat.
- Jeni Tickler (Administrative & Event Planning Specialist) A former CALAFCO Administrative Assistant, Jeni is handling critical administrative functions, including

financial management, membership support, and coordination of upcoming events such as the staff workshop.

Policy & Bylaws Updates

On February 7, 2025, the Board approved and immediately implemented key policy changes developed in collaboration with member LAFCo staff. An updated policy manual reflecting these changes will be published soon.

Additionally, a series of recommended changes to CALAFCO's Bylaws have been approved for presentation and potential member adoption at the October 2025 Annual Business Meeting. These recommendations will be widely discussed in advance through member outreach efforts to ensure full transparency and active participation.

Engaging Membership & Next Steps

We are committed to listening to you, our membership, and including you throughout this transition. To that end, we are:

- Hosting regional focus groups and visioning sessions to engage members in shaping CALAFCO's future.
- Facilitating a focus group for staff at the upcoming staff workshop.
- Providing ongoing updates and open forums for discussion.

We understand that trust is built through action, and we are dedicated to making the necessary improvements to better serve you. Your voices matter, and we encourage you to reach out with any questions, concerns, or insights.

For more information or to provide feedback, please contact:

- José Henríquez: jhenriquez@calafco.org
- Pamela Miller: pmiller@millermcg.com
- Jeni Tickler: jtickler@calafco.org

We appreciate your patience, engagement, and commitment to the future of CALAFCO. Together, we will strengthen our organization and reaffirm our mission to support LAFCos statewide.

Sincerely,

CALAFCO Board of Directors