

# 2013-2015 Association Strategic Plan

Adopted by the Board of Directors, 3 May 2013

## 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 Board on 7 February 2013.*

## 2013 POLICY AND LEGISLATIVE PRIORITIES

### Primary Issues

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<b>Viability of Local Services</b>	Support legislation that maintains or enhances LAFCo's ability to review and act to determine the efficient and sustainable delivery of local services and the financial viability of agencies providing those services to meet current and future needs. Support legislation which provides LAFCo and local communities with options for local governance and service delivery, including incorporation as a city, formation as a special district, or reorganizations or dissolutions to ensure efficient, effective, and quality service delivery. Support efforts which provide tools to local agencies to address aging infrastructure, fiscal challenges and maintain services.
<b>Agriculture and Open Space Protection</b>	Preserve prime agriculture and open space lands that maintain the quality of life in California. Support policies that recognize LAFCo's mission to protect and mitigate the loss of prime agricultural and open space lands and that encourage other agencies to coordinate with local LAFCos on land preservation and orderly growth. Support efforts that encourage the creation of habitat conservation plans.
<b>Water Availability</b>	Promote adequate water supplies and infrastructure planning for current and planned growth. Support policies that assist LAFCo in obtaining accurate and reliable water supply information to evaluate current and cumulative water demands for service expansions and boundary changes including impacts of expanding water company service areas on orderly growth, and the impacts of consolidation or dissolution of water companies providing services.
<b>Authority of LAFCo</b>	Support legislation that maintains or enhances LAFCo's authority to condition proposals to address any or all financial, growth, service delivery, and agricultural and open space preservation issues. Support legislation that maintains or enhances LAFCo's ability to make decisions regarding boundaries and formations, as well as to enact recommendations related to the delivery of services and the agencies providing them including consolidations, reorganizations or dissolutions.

**Association Strategic Plan***Adopted by the Board of Directors, 3 May 2013***Issues of Interest***As these issues relate to and impact orderly growth, sprawl, and local services*


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<b>Housing</b>	Provision of territory and services to support housing plans consistent with regional land use plans and local LAFCo policies.
<b>Transportation</b>	Effects of Regional Transportation Plans and expansion of transportation systems on future urban growth and service delivery needs, and the ability of local agencies to provide those services.
<b>Flood Control</b>	The ability and effectiveness of local agencies to maintain and improve levees and protect current infrastructure. Carefully consider and value of uninhabited territory, and the impact to public safety of uninhabited territory proposed for annexation to urban areas which is at risk for flooding. Support legislation that includes assessment of agency viability in decisions involving new funds for levee repair. Support efforts that encourage the creation of habitat conservation plans.
<b>Municipal Services in Inhabited Territory</b>	Expedited processes for inhabited annexations should be consistent with LAFCo law and be fiscally viable. Promoting environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services to these communities, including options for annexation of contiguous disadvantaged unincorporated communities under study and watch by the CALAFCO Legislative Committee and Board of Directors. Through efficient and effective updates of Municipal Service Reviews, Spheres of Influence, and other studies, promote adequate and sustainable levels of service delivery.

**2013 ASSOCIATION STRATEGIES****A. Provide Educational Forums and Professional Development Opportunities for Commissioners, LAFCo Staff, Associate Members, and Stakeholders**

## 1. Annual Conference

Provide an annual conference which includes superior educational sessions for Commissioners and staff along with networking opportunities.

## 2. Staff Workshop

Provide an annual staff workshop which includes professional development sessions for all LAFCo staff along with networking opportunities.

## 3. CALAFCO University

Hold two University courses per year for staff, commissioners, and stakeholders, which are focused on skill development on LAFCo process and technical issues.\*

## 4. Organizational Participation

With the primary purpose of encouraging maximum participation and the secondary purpose of utilizing regions as hosts, schedule all events promoting ease of accessibility and establish effective hosting and location process.

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1. Communications  
Increase communications with members on Association operations and issues affecting LAFcos through the website, newsletter, personal visits, e-mail updates, list-serves and other channels.
2. Promotion and Recognition of Volunteer Contributions  
Foster an environment of support and mentoring for volunteer members and staff. Expand efforts which visibly recognize and acknowledge the contributions of member LAFcos, commissioners, and staff to the operations and services of CALAFCO.
3. Facilitate Regional Meetings and Communications  
Encourage and support regional meetings of LAFco commissioners and staff. Maintain list-serves for each region on staff and Board members. Work with regional CALAFCO staff on methods that are most effective for their region.
4. Regional Communications  
Maintain quarterly communications with regions through strategies to communicate Board actions, accomplishments, key legislation and other CALAFCO activities to commissioners in each region. Identify role of Board members in the process.
5. Mentoring  
Provide assistance to members in transition or moving towards independence with resources and mentors from the membership.

## 6. Association Policies

Continue to modify and update Association polices and election procedures to reflect the regional structure of the Association.

## 7. Increase Membership Activity and Involvement

**C. Provide Value-Added and Timely Resources for Members**

## 1. CALAFCO Website

Continue to grow and enhance the content and quality of the CALAFCO website. Continue to refine and improve website upgrades and maintain member section site security.

2. *The Sphere*

Produce three issues of *The Sphere* per year and continue to enhance the quality and depth of content.

## 3. White Papers

Prepare at least two white papers on a key legal and/or technical issue of importance to member LAFcos (potential topics – protest provisions; agricultural conditions and mitigations).

**D. Support and Sponsor Research Which Shares the Work and Data from Member LAFcos**

## 1. 2013 Biennial Member Survey

Collect, analyze, and summarize operational data from all member LAFcos and make data available to all members.

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Work with membership in streamlining the survey process and ensure data is value-added.

educate their members on the role and responsibilities of LAFCo.

**E. Serve as a Legislative and Policy Advocate for LAFCo Issues and as an Information Resource to the Legislature and other Stakeholders**

1. Advocate legislative needs and positions  
Advocate legislative policy issues and priorities, sponsor or support legislation that enhances LAFCo operations, and oppose legislation which limits LAFCo authority or diminishes its effectiveness.
2. Serve as a resource to the Legislature, reform organizations and state agencies  
Serve as an objective resource to the Legislature, organizations seeking to reform local government and state agencies on local government services and organization.
3. Relationships with Peer Associations  
Maintain and enhance relationship with peer associations including serving on panels and workshops which help

4. Enhance relationships between LAFCo Commissioners and Legislators for legislative advocacy  
Build and strengthen relationships with LAFCo Commissioners and state legislators through Commissioner engagement and development as legislative advocates for CALAFCO.

**F. Expand Associate Member Involvement and Members**

1. Expand Associate involvement in conferences and workshops  
Encourage greater involvement of associate members as committee members, speakers, participants, and sponsors of workshops, conferences, and University classes.
2. Expand membership  
Increase associate membership.
3. Expand Association revenue by creating value-added sponsorship opportunities.