STRATEGIC PLANNING WORKSHOP
and BOARD MEETING
AGENDA PACKET

11-12 January 2017
San Jose, California

Table of Contents

Strategic Workshop Agenda ............................................... 3
Board Meeting Agenda ...................................................... 37
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California Association of Local Agency Formation Commissions

CALAFCO Board of Directors

2017 STRATEGIC WORKSHOP AGENDA

Wednesday, January 11, 2017 ◆ 10:00 a.m. – 6:00 p.m.
Offices of Hoge Fenton
60 South Market Street, 12th Floor ◆ Hoge Fenton Conference Center ◆ San Jose

Times are Approximate

10:00 Welcoming Comments from the Chair, Jim Curatalo

Comments from Executive Director, Pamela Miller
  • Overview of the day
  • Expected outcomes

Introduction of Board Members, Staff and Guests

Introduction of Facilitator, Juan Lopez
  • Norms for Participation
  • Comments from Guests

A LOOK AT 2016

10:20 REVIEW AND DISCUSSION OF 2016 ACCOMPLISHMENTS
  1) Small group discussion of 2016 accomplishments
  2) Large group report-out
  3) Executive Director presentation of 2016 strategic plan goals to actual activity
     (annual dashboard review)

WHO ARE WE, WHAT DO WE DO AND HOW DO WE DO IT?

11:00 DISCUSSION – Engaging ourselves in Legislative Matters
  1) Lobbying vs. educating
  2) Options for engagement
     a. Current and alternate models
     b. Legal considerations
     c. Resources required
     d. Costs vs. benefits
  3) Where to go from here

12:00 SMALL GROUPS Roles and Responsibilities
  1) What is expected of Board members?
  2) What is expected of Staff? (both contract and volunteer)
  3) What are the roles of the CALAFCO Committees that serve the Association?

12:35 LUNCH Continue discussion on roles/responsibilities

1:00 LARGER GROUP REPORT OUT & DISCUSSION
CHALLENGES, OPPORTUNITIES AND ISSUES LOOKING INTO 2017-2018

2:00 SMALL GROUP DISCUSSION – Sustainability of CALAFCO
   1) Financial foundation
   2) Structural and operational model
      a. Resources and Roles of Board and Staff
   3) Relevance to internal stakeholders
   4) Relevance to external stakeholders

2:30 LARGER GROUP DISCUSSION

2:50 BREAK

3:00 DISCUSSION – Empowering and Educating our Member LAFCos
   1) How well are we executing the authority we currently have?
   2) What are the challenges and how can they be mitigated?
   3) What can CALAFCO do to educate our members on the breadth/depth of authority?
   4) The need to promote orderly growth proactively – keeping LAFCo relevant in the
eyes of the Legislature – how do we do this?

4:00 DISCUSSION – Urbanization Areas and Orderly Growth
   1) What are the issues pertaining to:
      a. Boundaries
      b. Annexations
      c. Incorporations
   2) What is/could be LAFCos role be in potential solutions?

4:30 GROUP DISCUSSION – LAFCo on Special Districts
   1) What is the benefit?
   2) What would it take to get done?
   3) What is the desired outcome (realistically)?

4:45 GROUP DISCUSSION – Associate Members
   1) Generating ideas to create a higher value relationship

5:00 BREAK

5:10 GROUP DISCUSSION – The next iteration of the Strategic Plan
   1) Overarching Strategic Areas
   2) Policy and Legislative Priorities
   3) Issues of Interest

5:30 CRITICAL ACTION STEPS  Based on the day’s discussion:
   1) Learnings about working effectively together as a Board and Staff
   2) Review of Parking Lot items
   3) Review assignments – the “who”, “what” and “when”
   4) Items for consideration at tomorrow’s Board meeting

5:50 CLOSING COMMENTS

6:00 ADJOURN to CALAFCO Board of Directors Meeting at 8:30 a.m. on Friday,
12 January 2017 at Hoge Fenton Offices, 60 South Market Street, 14th Floor, Main
Conference Room, San Jose, California, 95113.
Amistad Associates - Juan T. Lopez

Since 1985, Amistad Associates has assisted leaders in government agencies and corporations who were involved in organizational change.

Juan Lopez co-founded Amistad Associates in 1982 in Oakland, California, along with Giselle Sanchez and a small group of human resource professionals who were working with non-profits and government. In 1985, Amistad Associates became a full time venture and, in 1988, relocated to Sebastopol, California. Juan is the President of Amistad Associates, a consulting firm that provides Strategic Planning, Organizational Development, Team Building, Leadership, Customer Service, and Managing Diversity. In addition, Juan was a founder and principal with the Center for Reinventing Government.

As a consultant with Sentient Systems, Mr. Lopez provided training to cities and counties on changing organizational norms and taught the Continuing Education for Public Officials (CEPO) project, sponsored by the League of California Cities.

Juan has worked in the public and private sectors for the last 30 years. Since 1985, fifty percent of his work has focused on organizational development with local government and educational institutions such as: of Port of Oakland; Port of Long Beach, Los Angeles Community Development Commission; Housing Authority of the City of Los Angeles; City of Long Beach; City of Thousand Oaks, University of California at Berkeley; Sonoma State University; Health and Human Services for Contra Costa County, Marin County and Napa County; Lawrence Berkeley Laboratories; Lawrence Livermore Laboratories; and NASA Johnston Space Center.

Juan has worked with many corporations providing diversity training, coaching, strategic planning and leadership development.

Mr. Lopez has his M.S.W. from the University of California at Berkeley, School of Social Welfare, where he emphasized organizational planning and community health services.

Amistad Associates – Partial Client List

Berkeley School District  City of Los Altos
City of Long Beach  City of Napa
City of Palo Alto  City of Petaluma
City of Riverside  City of Yuba City
City of Goleta  City of Visalia
Alameda County Board of Supervisors  Port of Long Beach
Contra Costa County Health Services  Department of Energy
Housing Authority of the City of Los Angeles  League of California Cities
L.A. Co. Community Development  Merced County Public Health
Municipal Treasurer's Association  Stanislaus Housing and
NASA Johnson Space Center  National Park Service
Newark School District  Port of Oakland
Riverside County Maternal and Child Health  Santa Clara Drug and Alcohol
Sacramento County Housing and Redevelopment  San Francisco Fire Department
San Mateo County Health Services  State of Ca. Maternal/Child Health
Visalia Fire Department  Visalia School District
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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 the Board of Directors on 29 January 2015.
2015 - 2016 Association Strategies and Objectives

2016 Strategic Plan Performance Dashboard Review

- Indicates the objective was fully met in 2016.
- Indicates the objective was partially met in 2016.
- Indicates the objective was not at all met in 2016.
- Indicates the objective was solely a 2015 objective.
- Indicates the objective should be measured by the Board as a Board action.

STRATEGIC AREA ONE

Provide educational forums, professional development and networking opportunities for Commissioners, LAFCo staff, Associate Members, and stakeholders.

OBJECTIVES

Annual Conference

1. Provide an annual conference which includes superior professional development sessions and networking opportunities for all attendees. **2016 Conference received an overall rating of 5.2 out of 6.0 in evaluations. 285 total attendees.**

2. Manage conference finances to organizational policy of a minimum net profit of 15%. **Estimated net profit is 28% or $40,463.**

3. Determine desired level of sponsorships for annual conference, and if necessary put additional resources in place to support desired change in time for the 2016 annual conference. **CV Strategies hired on contract to support this endeavor (2015 goal).**

Staff Workshop

1. Provide an annual staff workshop which includes superior professional development sessions and networking opportunities for all LAFCo staff and Associate Members. **2016 Staff Workshop received an overall rating of 4.9 out of 6.0, and a realized net profit of 1.9% or $715. 115 members present (highest since 2008).**

CALAFCO University

1. Hold two University courses per year for staff, commissioners and stakeholders, which are focused on skill development of LAFCo process and technical issues. Hold one session in the northern part of the state and one session in the southern part of the state each year to encourage maximum statewide participation. **No courses were held in 2016.**
Organizational Participation

1. CALAFCO Board ad hoc subcommittee and staff to review current conference “Host” model and make recommendations to the full Board for change/improvement. *Decisions made in 2015 and implemented (2015 goal).*

2. CALAFCO Board make recommendations for change, if any, to the membership at the 2015 annual membership meeting on September 3, 2015. *Changes communicated to the membership in a letter dated August 12, 2015 and in person at the annual membership meeting on September 3, 2015 (2015 goal).*

STRATEGIC AREA TWO

*Build strong member LAFCos and a strong Association through communicating regularly, fostering an environment of support and appreciation by acknowledging volunteer contributions, supporting regional communication and collaboration, strengthening member relationships and increasing membership involvement in the Association.*

OBJECTIVES

Association Communications

1. Provide a quarterly update to the members after each Board meeting. *Reports issued in February, May, September and December 2016.*

2. Provide written annual report to the membership inside the annual edition of The Sphere to be distributed at the annual conference. *Completed.*

3. Maintain Association’s list-serves. *All 8 list serves maintained.*

4. Executive Director to visit at least six (6) LAFCos per year. *LAFCos visited include: Fresno, Humboldt, Del Norte, Shasta, Santa Cruz, and the Southern Region.*

Promotion and Recognition of Volunteer Contributions

1. Executive Director to send written thank you acknowledgement to all LAFCos participating in annual conference and staff workshop within one month of the conclusion of the event. *Staff Workshop letters sent April 7 and Conference letters sent November 1.*

2. Executive Director to acknowledge host and program committee volunteers with written thank you within one month of the conclusion of each event. *Thank you notes distributed during each event along with small gift.*

3. CALAFCO to provide each event speaker volunteer with written thank you acknowledgement during the event. *Completed along with small gift. Card signed by CALAFCO ED, host LAFCo EO and Program Planning Committee Chair.*

4. All volunteers acknowledged appropriately at each event (either verbally, in writing, or both). *Done.*

5. Hold annual Achievement Awards to acknowledge contributions and publish award recipients in quarterly reports. *Done.*
Facilitation of Regional Meetings and Communications

1. CALAFCO to maintain regional list-serves for use by each region’s Executive Officer and Board members. All 4 list serves maintained (although rarely if ever used).

2. CALAFCO regional representatives (Board members, Executive Officer and Deputy Executive Officers) to communicate with their regional LAFCOs at least two (2) times annually, informing them of CALAFCO activities regional level perspectives. EO and DEOs communicated throughout the year with their respective regions via email, and when appropriate, with individuals via phone.

3. CALAFCO Executive Director and Board members to support, as appropriate, regional meetings of LAFCo commissioners and staff, and attend whenever possible. ED and several southern region Board members attended the Southern Region meeting in January.

4. CALAFCO Executive Director to hold at least two (2) staff meetings annually to set and implement annual staff goals and objectives that are aligned with Association’s Strategic Plan. Held October and December 2016. Staff regularly communicate and strategize throughout the year by phone and email.

Increase Membership Activity and Involvement

1. Executive Director, Executive Officer and Deputy Executive Officers to directly encourage LAFCo staff that do not regularly participate in event planning and execution to do so, with the goal of having at least two (2) new members on each planning committee for the annual conference and staff workshop. Conference had several new members and two Associate Members. Workshop had one new member with two Associate Members.

2. Achievement Awards Committee members to directly encourage LAFCOs in their region to participate in the annual Achievement Awards.

3. Nominations and Recruitment Committee members to directly encourage LAFCOs in their region to participate in the Board elections and to attend the annual conference.

STRATEGIC AREA THREE

Provide value-added and timely resources for members through the organization’s website, newsletters, and by keeping the Association’s policies and procedures up to date.

OBJECTIVES

CALAFCO Website


2. Upgrade the CALAFCO website and host services by December 2015. This includes a more stable host, greater site security, and full migration of existing site content. 2016 Update: Migration occurred December 29, 2016. The lateness is a direct result of the number of other priorities – especially legislation – that were placed on the plate.
2015 Update: Much work has been done in the creation of the new website. Most of the data has been migrated over to the new site awaiting full detailed review. There was more data in the libraries than anticipated, and many more broken/missing links than expected. These have caused a greater workload and more time than originally planned. All 8 list serves have been provided to the new host for set-up of the list serves. It is expected the final migration will occur by the end of the first quarter 2016.

3. Enhance site security by approving an individual user name and password for each member user with implementation of new site. **Completed.**

4. Add features and functionalities that create value for the membership during 2016. **As the site did not go live until the end of the year, this was not completed.**

Newsletters

1. In addition to producing and distributing Quarterly Newsletters, produce and distribute one (1) annual edition of The Sphere, to include articles of interest and a full annual report to the membership, to be distributed at the annual conference. **Done.**

Association Policies

1. Conduct an annual review of current Association policies and procedures and modify as necessary. **Policies have been reviewed throughout the year and notes have been made as to the sections requiring updating. No updates have been completed given other priorities.**

STRATEGIC AREA FOUR

Support and sponsor research which shares the work and data from member LAFCos and serves as a resource to all Association members.

OBJECTIVES

Biennial Member Survey

1. Survey Executive Officers on what data serves the greatest value by March 31, 2015. **Done (2015 goal).**

2. Streamline the survey process to encourage greater participation and focus on the more important data by the end June 2015. **Completed (2015 goal).**

3. Conduct survey and have results published by September 30, 2015. **Survey completed but not by the 9/30 date and publishing of data expected 1/31/16. Survey was published 2/2/16.**

White Papers

1. Prepare white papers on key legal and/or technical issues of importance to member LAFCos as needed. Poll members to determine the most relevant and value-added topics. **Sustainable Groundwater Management Act paper published December 2016.**
STRATEGIC AREA FIVE

Serve as a legislative and policy advocate for LAFCo issues and as an information resource to the Legislature and other stakeholders.

OBJECTIVES

Advocate legislative needs and positions

1. Sponsor the annual Assembly Local Government Committee Omnibus bill, which makes technical, non-substantive changes to the Cortese-Knox-Hertzberg Reorganization Act of 2000. AB 2910 signed into law.

2. Take positions and advocate those positions on legislation pursuant to the Association’s adopted Legislative Priorities and Policies. Encourage member LAFCos to do the same. CALAFCO sponsored SB 1266 which was also signed into law. Formal positions taken on 13 bills, 2 bills were Watch With Concern and letters issued, and CALAFCO was in conversation with authors/stakeholders on several other bills. Annual Conference session discussing the benefits/need for member LAFCos to get involved locally and take positions that support CALAFCO’s position was discussed.

Enhance relationships between LAFCo Commissioners and Legislators for legislative advocacy.

1. At least one (1) time per year, CALAFCO Executive Director, Board Chair, and other Board members to visit with key legislators and staff, including but not limited to members and staff of the Assembly Local Government and Senate Governance and Finance Committees. Chair Leopold and ED Miller visited several legislators and key legislative staff in January 2016. ED Miller met with legislators and staff throughout the year.

Serve as an objective resource to the Legislature, organizations seeking to reform local government and state agencies on local government services and organization as requested and appropriate.

1. Participate in statewide, regional and local meetings, symposiums and other events as appropriate. Continued dialogue with the SWRCB and OPR on water availability; participated via testimony at the Little Hoover Commission (LHC) hearing in August (with a full written report prepared/presented), and again during the LHC workshop in November on healthcare districts.
Maintain strong relationship with peer Associations

1. Work with peer Associations as appropriate on legislative matters, communicating early on potential CALAFCO legislation that will impact their membership. **Done.**

   *Ongoing conversations with ACHD, CSDA, League, CSAC and RCRC, to name a few. CALAFCO took the lead for a host of stakeholders on SB 1318 (Wolk).*

2. Inform and educate peer Association members by attending and presenting on the role of LAFCo at least two (2) times per year. **Webinar on LAFCO 101 done for CSDA members in June; LAFCO 101 presented to the northern region’s APA chapter in September.**

STRATEGIC AREA SIX

*Expand Associate membership in the Association and create strong membership value for all Associate members.*

OBJECTIVES

Expand Associate member involvement in conferences and workshops

1. Have at least one (1) Associate member on the planning committee of each annual conference and workshop. **Both events had two Associate members each on the Program Planning team.**

2. Distribute Call for Presentations to all Associate members, encouraging them to submit sessions for each event. **Completed for both Staff Workshop and Annual Conference.**

3. Use Associate members as session speakers whenever possible and appropriate. **AMs were on several panels at the Staff Workshop and the Conference.**

Enhance Associate Membership value

1. Transition all Associate members onto the same annual billing cycle of July 1 by July 1, 2016. **Not completed due to other priorities.**

2. Implement a new Achievement Award for Associate members, the Associate Member of the Year Award, at the 2015 annual Achievement Awards. **Done (2015 goal).**

Increase Associate Memberships

1. Increase Gold Associate members in 2015 and 2016 by one (1) member per year. **One new Gold Members added in 2016.**

2. Increase Silver Associate members in 2015 and 2016 by two (2) members per year. **Four new Silver Members added in 2016.**
General Comments:

This was another year of transition and growth for the Association. Throughout the year resources were reallocated to areas of critical need, which impacted some of the objectives for the year.

CALAFCO’s core strategic area (strategic area one) of providing value-added educational opportunities for our members fell short in that no CALAFCO U courses were offered. Staff feels that these sessions should be offered only when there is a need as determined by member feedback or driven by external factors. All other objectives in this area were fully met. Further, all of the objectives in strategic area two, which focuses on communication with the membership and fostering an organizational environment of inclusiveness and collaboration, were realized. These two strategic areas are critical to the mission of CALAFCO as an educational non-profit.

Given the kind of legislative year the Association experienced in 2016, all of the objectives in strategic area five were met. This area is one in which a majority of resources were expended, thereby causing other objectives to be addressed as lower priority.

While the Association has no overarching financial objectives, CALAFCO’s strong financial position is once again noteworthy. Closing the FY 2015-16 with a carry-over balance of $59,242 demonstrates the organization’s solid fiscal management (we were also helped by a financially successful conference). The Association also began the FY 2016-17 by transferring $8,000 into Fund Reserves.


Engaging Ourselves in Legislative Matters

Prepared By: Pamela Miller, Executive Director
Date: 11 January 2017

DISCUSSION
As part of your Board’s discussion relating to how we engage ourselves in legislative matters, during your December 9 meeting a question was raised relating to the cost of hiring a lobbying firm. Additional questions were raised about the pros and cons of various models involving a registered lobbyist. Staff has engaged several resources in conversation regarding the practical and potential costs as well as various model options. The information below, coupled with the information provided to your Board by several legal counsel from Best Best and Krieger, should be considered as part of your discussion today.

MODEL OPTIONS AND COSTS

In-house lobbyist (having a staff person or contractor dedicated solely to this role)
Pro:
- Direct connection to CALAFCO membership
- Policy knowledge (history, nuances, local issues and concerns, etc.)
- No conflict of interest with other organizations

Con:
- Not all time spent doing direct lobbying in the Capitol
- Lots of time spent talking with members and stakeholders
- Compensation needs to be competitive for retention
- Outreach done to a limited scope of stakeholders

Cost:
Part-time to full-time (in terms of hours) can range depending upon hours spent and desired level of experience. That cost could range anywhere from $30,000 - $100,000 + per year, and does not include benefits (presuming the relationship would be a contractual one). Finding someone who is willing to do this work for only CALAFCO at the lower end of the compensation range may be difficult.

Contract Lobbyist (individual or firm hired by contract)
Pros:
- Give direction and they do as directed
- They work in a broader context and with broader relationships – there is more access to resources and ore connections
- They pay close attention to the state budget and the potential impact (some do – but not all)
Cons:
- Conflicts of interest can occur when they have clients with differing positions. This would require a secondary resource for CALAFCO
- Cost to the Association
- Ramp-up time in getting external source up to speed on LAFCo issues, policies

Lines of communication must remain totally open and transparent. This includes access to attend legislative committee meetings, full access to the executive director, and inclusion in legislative sessions at events (such as workshops and conferences).

Costs:
Firms range in their cost structures. A contract can contain a monthly retainer for a specific term (such as $3,000 per month for a twelve-month period) and not to exceed XXX hours per month. Or, a contract can be arranged wherein there is an hourly rate quoted with a not-to-exceed amount stated. A benchmark of $250 per hour can used for this calculation.

Example:
To put this into a usable context, here is a scenario. The legislature is in session 9 months of the year. The executive director works 32 hours/week. Of that, twenty percent of the time, or a total of 230 hours over the nine months is allowable. At $250 per hour, that would be $57,500.

9 months = 36 weeks
36 weeks x 32 hours per week = 1,152 total hours
1,152 hours x 20 percent = 230 hours
230 hours x $250 = $57,500

It is highly unlikely that a lobbying firm would do 100% of CALAFCO's work for them and the executive director would move totally away from lobbying. Given that assumption, it may be more realistic to consider half of the above calculation, or a contact for $25,000 - $30,000. Staff believes this is on the low side, however it would require a year of actual practice in order to determine realistic needs and cost.

One critical factor that must be considered along with the cost is the revenue source to cover the cost. As member dues do not cover the Association's operational costs today, adding another operational cost without a source of revenue to cover it is a high risk and not advisable. Your Board is highly encouraged to consider what resources would be used to cover this additional cost should any of the above be the desired model going forward.
Memorandum

To:       Board of Directors  
CALIFORNIA ASSOCIATION OF LOCAL AGENCY FORMATION COMMISSIONS

From:    Best Best & Krieger LLP

Date:    December 29, 2016

Re:       In-house Lobbyist versus Contract Lobbyist and Related Issues (Updated)

In preparation for the Board Meeting on December 9, 2016, we were asked to prepare responses to questions involving several areas of law including nonprofit, tax, state filing and disclosure requirements, and lobbying. Additional questions arose on December 8th and December 9th during the course of the Board Meeting. We have been asked to incorporate those additional questions into this Memorandum for presentation to the Board of Directors at an upcoming Board Meeting.

1. If CALAFCO hires a lobbyist (contract lobbyist) or has its Executive Director (in-house lobbyist) register as a lobbyist, what is the proper tax-exempt designation?

   CALAFCO is currently exempt under Section 501(c)(3) of the Internal Revenue Code (“Code”). If CALAFCO hires a contract lobbyist or has its Executive Director register as a lobbyist, it may need to change its designation from 501(c)(3) to 501(c)(4) (social welfare organizations) or 501(c)(6) (business leagues), though a 501(c)(4) designation would be more appropriate for CALAFCO in light of its functions.

   As a 501(c)(3) organization, CALAFCO could lose its tax-exempt status if attempting to influence legislation comprises a substantial part of its activities. However, if total expenditures for lobbying (including lobbying-related compensation for the contract or in-house lobbyist) continue to be less than the limitations on expenditures pursuant to its election under Code Section 501(h), then CALAFCO would not need to change its tax-exempt designation. These limitations are discussed in more detail in our response to question no. 3 below.

2. With a registered lobbyist on contract, what does that mean in terms of required FPPC filings?¹

¹ Much of the information contained in this analysis has been adapted from the Fair Political Practices Commission (“FPPC”) Lobbying Disclosure Information Manual (Oct. 2016) (“FPPC Manual”). The entire FPPC Manual may be 26978.0000029460324.1
If CALAFCO hires a lobbyist, CALAFCO would qualify as a lobbyist employer and would be required to file certain FPPC forms, as described below. The required filings differ depending on whether CALAFCO decides to directly employ an in-house lobbyist, to hire a contract lobbyist, or to retain a lobbying firm. In any of these scenarios, the lobbyist would also be required to make certain filings.

A. IN-HOUSE LOBBYIST

An individual qualifies as in-house lobbyist when the individual lobbies only on behalf of his or her employer and spends one third of his or her compensable time in a calendar month engaging in direct communication with a qualifying official for the purpose of influencing legislative or administrative action. If CALAFCO decides to register an employee or its Executive Director as a lobbyist, and that individual lobbies only for CALAFCO, and spends a third of his or her compensable time in a calendar month engaging in lobbying activities as described above, that individual would qualify as an in-house lobbyist.

If CALAFCO employs an in-house lobbyist, CALAFCO would be required to file the following forms:

1. **Form 603** (Lobbyist Employer Registration Statement) - Filed within 10 days after an employee or its Executive Director qualifies as an in-house lobbyist. Registration is renewed between November 1 and December 31 of each even-numbered year by filing a new form.

2. **Form 635** (Report of Lobbyist Employer) - Filed quarterly to disclose legislative or administrative action CALAFCO attempted to influence, and payments made and received in connection with influencing legislative or administrative action during the quarter.

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2 FPPC Manual, Ch. 1.8; Gov. Code § 82039.5.
3 A qualifying official includes: (a) any elected state official; (b) any legislative official; (c) any appointed, elected, or statutory member or director of any state agency; and (d) any staff member of any state agency who makes direct recommendations to any appointed, elected, or statutory member or director of any state agency, or who has decision-making authority concerning such recommendations. (FPPC Manual, Ch. 1.2.)
4 FPPC Manual, Ch. 1.3; 2 CCR § 18239(c).
5 Any amendments to the registration statement would be made by filing Form 605 (Amendment to Registration). Form 605 is also used to amend the registration statement filed by a lobbying firm.
6 Quarterly reports are filed in accordance with the following deadlines, regardless of whether any payment had been made during the quarter: April 30 (for January, February, and March); July 31 (for April, May, and June); October 31 (for July, August, and September); and January 31 (for October, November, and December of the prior year).
3. **Form 640** (Attachment Form – Other Payments to Influence Legislative or Administrative Action) - Filed to disclose other payments made by CALAFCO to influence legislative or administrative action.\(^7\)

In addition, the in-house lobbyist would be required to file the following forms:

1. **Form 604** (Lobbyist Certification Statement)\(^8\) – Filed within 10 days of qualifying as a lobbyist. The form must be completed and signed by the lobbyist, but would be filed by CALAFCO along with Form 603. Certification is renewed between November 1 and December 31 of each even-numbered year by filing a new form.

2. **Form 615** (Lobbyist Report) - Filed quarterly to disclose any payments made in connection with influencing legislative or administrative action.

**B. CONTRACT LOBBYIST OR LOBBYING FIRM**

Instead of having an in-house lobbyist, CALAFCO could hire a contract lobbyist or a lobbying firm. An individual qualifies as a contract lobbyist when he or she lobbies on behalf of someone other than the individual’s employer, but receives, or is entitled to receive, at least $2,000 in compensation, other than travel expenses, in a calendar month for direct communication with a qualifying official for the purpose of influencing legislative or administrative action.\(^9\) A lobbying firm includes a business entity, with a partner, owner, officer, or employee that is a lobbyist, that receives or becomes entitled to receive any compensation, other than reimbursement for reasonable travel expenses, for the purpose of influencing legislative or administrative action on behalf of any other person.\(^10\)

If CALAFCO contracts with an outside lobbyist or lobbying firm, CALAFCO would be required to file the following forms:

1. **Form 602** (Lobbying Firm Authorization Statement) - Filed before the lobbying activity occurs. CALAFCO would provide the Form

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\(^7\) These “other payments” include: (a) support or assistance of lobbyists; (b) payments made in connection with direct communication with a legislative agency or elected state official for the primary purpose of influencing legislative or administrative action; and (c) all other expenses that would not have been incurred but for CALAFCO’s activities to influence or attempt to influence legislative or administrative action, etc.

\(^8\) For the public to easily determine all of the clients of an individual lobbyist, the lobbyist is not registered separately with different clients, rather the lobbyist’s clients are associated with the lobbyist’s registration. (FPPC Manual, Ch. 1.7.)

\(^9\) FPPC Manual, Ch. 1.3; 2 CCR § 18239(b).

\(^10\) FPPC Manual, Ch. 1.7; Gov. Code § 82038.5.
602 to the lobbying firm for filing. Form 602 is filed either with the lobbying firm’s registration statement (Form 601) or with an amendment to the firm’s registration statement (Form 605), when the lobbying firm adds a client. This authorization is renewed between November 1 and December 31 of each even-numbered year by filing a new form.

2. **Form 635** (Report of Lobbyist Employer) - As described above.

3. **Form 640** (Attachment Form – Other Payments to Influence Legislative or Administrative Action) - As described above.

C. **PAYMENTS TO LOBBYING COALITION**

If CALAFCO does not hire a lobbyist, and decides instead to make direct or indirect payments to influence legislative or administrative action (including payments to a lobbying coalition)\(^{11}\), CALAFCO would be required to disclose payments totaling $5,000 or more in a calendar quarter.\(^{12}\) If CALAFCO qualifies as a “$5,000 Filer” it would be required to file the following forms:

1. **Form 630** (Attachment Form – Payments Made to Lobbying Coalitions).

2. **Form 645** (Report of Person Spending $5,000 or More to Influence Legislative or Administrative Action).

3. **Form 640** (Attachment Form – Other Payments to Influence Legislative or Administrative Action) – As described above.

D. **CEASING LOBBYING ACTIVITY**

If a lobbyist, lobbyist firm, or registered lobbying employer ceases all lobbying activity during a legislative session, each must file a **Form 606** (Notice of Termination) within 20 days of ceasing lobbying activity.\(^{13}\)

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\(^{11}\) A lobbying coalition is defined as “a group of ten or more persons or entities formed primarily to influence legislative or administrative action whose members make payments to the coalition for the purpose of sharing the expenses of employing a lobbyist or contracting for the services of a lobbying firm.” (FPPC Manual, Ch. 1.9.)

\(^{12}\) FPPC Manual, Ch. 1.10; 2 CCR § 18616.

\(^{13}\) FPPC Manual, Ch. 2.3.
3. If CALAFCO changed its designation and had a registered lobbyist, and held a Legislative Days event, what would be the legal (FPPC) requirements?

If CALAFCO hired an in-house lobbyist, hired a contract lobbyist, or retained a lobbying firm, and held a Legislative Days event, CALAFCO would be required to disclose the legislative or administrative action it attempted to influence during the Legislative Days Event, and any payments made in connection with influencing the legislative or administrative action. As discussed above, CALAFCO would make this disclosure on Form 635 (Report of Lobbyist Employer), Form 640 (Attachment Form – Other Payments to Influence Legislative or Administrative Action), or Form 645 (Report of Person Spending $5000 or More to Influence Legislative or Administrative Action), as applicable.

The lobbyist would also be required to disclose payments made in connection with influencing legislative or administrative action at the Legislative Days event. The lobbyist would make this disclosure on his or her Form 615 (Lobbyist Report) or Form 625 (Report of Lobbying Firm).

4. If CALAFCO were to hold a Legislative Days event as a 501(c)3, are there any legal restrictions – other than that the time to plan/execute by the Executive Director must be counted towards the 20% limitation, that CALAFCO needs to be aware of?

From a tax perspective, the only legal limitation is the limitation on lobbying expenditures, as noted.

We understand that CALAFCO previously made an election under Code Section 501(h) to have its lobbying activities measured using the expenditure test and limits imposed by Code §4911. As such, CALAFCO may not spend more than the “lobbying nontaxable amount” without incurring taxes. If CALAFCO makes “excess lobbying expenditures” above the lobbying nontaxable amount, it will be subject to a 25% tax on those excess expenditures under Code Section 4911(a). However, if CALAFCO’s average lobbying expenditures over any consecutive four year period exceed the “lobbying ceiling amount” it may lose its tax-exempt status, making all of its income for that period subject to tax.\(^\text{14}\) The lobbying ceiling amount for any organization for any taxable year is 150 percent of the “lobbying nontaxable amount” for such organization for such taxable year.\(^\text{15}\)

The “lobbying taxable amount” currently in effect under Code Section 4911(c)(2) is as follows:

If the amount of exempt purpose expenditures is: | Lobbying nontaxable amount is:
---|---
≤ $500,000 | 20% of the exempt purpose expenditures
>$500,00 but ≤ $1,000,000 | $100,000 plus 15% of the excess of exempt purpose expenditures over $500,000
> $1,000,000 but ≤ $1,500,000 | $175,000 plus 10% of the excess of exempt purpose expenditures over $1,000,000
>$1,500,00 but ≤ $17,000,000 | $225,000 plus 5% of the excess of exempt purpose expenditures over $1,500,000
>$17,000,000 | $1,000,000

Grass roots expenditures are further limited to 25% of the lobbying nontaxable amount, known as the grass roots nontaxable amount.\(^\text{16}\) Any grass roots expenditures in excess of the grass roots nontaxable amount are similarly subject to a 25% tax and, if CALAFCO’s average grass roots lobbying expenditures over any consecutive four year period exceed the “grass roots ceiling amount” it may lose its tax-exempt status on this basis, making all of its income for that period subject to tax.\(^\text{17}\) The grass roots ceiling amount for any organization for any taxable year is 150 percent of the “grass roots nontaxable amount” for such organization for such taxable year.\(^\text{18}\)

“Exempt purpose expenditures” means the total amount paid or incurred to accomplish CALAFCO’s charitable purposes, including administrative expenses and amounts paid or incurred for the purpose of influencing legislation, but excluding amounts paid to a separate fundraising unit of the organization or to one or more other organizations primarily for fundraising. The term “grass roots expenditures” means expenditures for the purpose of influence any legislation through an attempt to affect the opinions of the general public or any segment thereof. Whereas, the term “lobbying expenditures” includes not only grass roots expenditures but also expenditures for the purpose of influence any legislation through communication with any member or employee of a legislative body, or with any government official or employee who may participate in the formulation of the legislation.

A Legislative Days event could cause CALAFCO to exceed the preceding limits which could potentially jeopardize its tax-exempt status. Note that a 501(c)(3) organization that has its tax-exempt status revoked for excess lobbying activities cannot thereafter qualify as for exemption under 501(c)(4) or any other category under 501(c), except if it reapplies for 501(c)(3) status.\(^\text{19}\)

\(^\text{16}\) 26 U.S.C. §4977(c)(4).
\(^\text{19}\) Treas. Reg. §1.504-1(b).
5. How can CALAFCO determine how much funds it can spend towards lobbying activities in light of its 501(h) election without incurring a tax or jeopardizing its tax-exempt status under Section 501(c)(3)?

As discussed in response to question No. 4, the relevant percentages are based on the amount of “exempt purpose expenditures.” The term “exempt purpose expenditures” means the total amount paid or incurred to accomplish an organization’s charitable purposes, including administrative expenses and amounts paid or incurred for the purpose of influencing legislation but excluding amounts paid to one or more other organizations, if such amounts are paid primarily for fundraising. Using the annual information return (Form 990) for the June 30, 2015 FYE, here is an example on how these amounts would have applied for the 2015/2016 tax year:

- **Exempt Purpose Expenditures** = $314,011 for 2015/2016, and an average of $300,000 over a consecutive 4-year period.

- **Lobbying Nontaxable Amount** = 20% * $314,011, or $62,802.20. Any lobbying expenditures in excess of this amount would be subject to the 25% tax.

- **Grass Roots Nontaxable Amount** = 25% * $62,802.20, or $15,700.55. Any grass root expenditures in excess of this amount would be subject to the 25% tax.

- **Tax-Exempt Status Jeopardized if:**
  - Average lobbying expenditures over any consecutive 4-year period exceed $90,000; or
  - Average grass roots expenditures over any consecutive 4-year period exceed $22,500.

6. Does volunteer activity constitute a lobbying expenditure for purposes of the limitations under Sections 501(h) and 4911?

Under Treasury Regulation 56-4911-3, an organization should only consider expenditures, or “amounts paid or incurred as current or deferred compensation for an employee’s services attributable to the direct or grass roots lobbying communication…administrative, overhead, and other general expenditures…all expenditures for researching, drafting, reviewing, copying, publishing, and mailing a direct lobbying communication, as well as allocable share of overhead expenses for lobbying expenditures.”
Thus, volunteer activities do not constitute lobbying expenditures as long as volunteers are not reimbursed for their time or expense by CALAFCO, and CALAFCO does not incur any costs in connection with the volunteer efforts. Support for this conclusion can be found in one of the examples provided in the Reg. §56.4911-2 which can also be helpful to CALAFCO in managing its volunteers:

“Organization V trains volunteers to go door-to-door to seek signatures for petitions to be sent to legislators in favor of a specific bill. The volunteers are wholly unreimbursed for their time and expenses. The volunteers’ costs (to the extent any are incurred) are not lobbying or exempt purpose expenditures made by V.

However, when V asks the volunteers to contact others and urge them to sign the petitions, V encourages those volunteers to take action in favor of the specific bill. Accordingly, V’s costs of soliciting the volunteers’ help and its costs of training the volunteers are grass roots expenditures. In addition, the costs of preparing, copying, distributing, etc. the petitions (and any other materials on the same specific subject used in the door-to-door signature gathering effort), are grass roots expenditures.”

7. From a legal perspective, what are the pros/cons of retaining our existing designation and not having a contract lobbyist?

The main benefit of maintaining its 501(c)(3) status rather than changing to a 501(c)(4) designation is that contributions to a 501(c)(3) are tax deductible, while donations to a 501(c)(4) are not. One other benefit is the availability of grants from other tax-exempt organization or governmental entities which are typically limited to Section 501(c)(3) organizations. However, the drawback to retaining the existing 501(c)(3) designation is the limitation on lobbying and political campaign activities. A 501(c)(4) organization may engage in lobbying activities as long as the lobbying is related to its exempt purpose. Additionally, a 501(c)(4) organization may engage in political campaign activities as long as the promotion of social welfare is still its primary activity. A 501(c)(3) organization is prohibited from engaging in political campaign activities in any capacity. Thus, if tax deductibility is not important to CALAFCO or its revenue sources and CALAFCO does not rely on grants for its revenue sources, then converting to a 501(c)(4) organization may be prudent if it is anticipated that substantial lobbying expenditures will be needed to further CALAFCO’s mission.

8. From a legal perspective, what are the pros/cons of having a contract lobbyist? And, are there legal considerations to take into account when choosing between hiring an outside lobby firm and turning the Executive Director into a registered lobbyist?

To clarify some terms, an executive director (“ED”) is typically an employee of an organization and would be an employed or “in-house” lobbyist if registered with the Secretary of State. A “contract lobbyist” works for a lobbying firm and usually represents more than one client.
The legal pros/cons between the two are explained below. There are cases where an organization’s ED is a contract position, meaning that that person may be the ED for more than one organization, and is also a registered lobbyist. This is a complex and tricky issue and, as such, expert outside counsel would be required before entering into such an arrangement.

The legal difference between having an employee lobbyist and a contract lobbyist involves the amount of paperwork required to comply with the Political Reform Act (“PRA”) and the potential for liability from the FPPC. Either way, CALAFCO would become a “lobbyist employer” which triggers reporting obligations as explained in connection with question No. 2 above. All sums paid, either as wages to an employee lobbyist or for a retainer for a contract lobbyist, would be “payments to influence” and must be reported to the California Secretary of State on a quarterly basis, and the information is available to the public. If CALAFCO hired a contract lobbyist, this would be the extent of their filing obligations, besides the initial lobbyist authorization form. The forms are quite simple and require no special expertise to complete. For this reason, there is not much of a legal downside to hiring a contract lobbyist.

If, on the other hand, its Executive Director is a registered lobbyist, he or she must also track and report any gifts to elected officials and staff, comply with the specific limitations on gifts and contributions applicable to lobbyists, report all lobbying activity, and keep his or her lobbyist registration current. Each of these requirements give rise to potential liability for CALAFCO. For example, the gift limitations, and the prohibition against making or arranging political contributions, can arise in subtle ways and be surprisingly easy to violate. If contract lobbyists are fined by the FPPC, the penalty only applies to the lobbying firm, which is obviously not the case where the lobbyist is an employee of CALAFCO.

Despite how it may sound, the difference in the amount of paperwork required between the two options is not that great. Having an employee lobbyist, however, does increase the risk of an inadvertent violation of the PRA and CALAFCO would need to retain outside counsel with experience before the FPPC if it wants to pursue that option. All of this must be weighed against CALAFCO’s need to communicate with elected officials. It does not necessarily need a lobbyist to occasionally plead its case to the Legislature as long as no representative of CALAFCO receives more than $2,000 in a month to lobby, or is primarily employed to lobby. The problem is that any lobbying activity, regardless of how infrequent, must be carefully tracked in the event the FPPC requires CALAFCO to prove that the lobbying limits have not been exceeded. Hiring or registering a lobbyist settles the matter.

In addition to the legal differences, there are significant political differences. The practice of lobbying is built on the lobbyist’s network of relationships. While an in-house lobbyist would become far more knowledgeable of CALAFCO’s issues than a contract lobbyist ever could, a contract lobbyist improves his or her network of relationships in the Capitol every day in ways an in-house lobbyist can rarely match. As a result, contract lobbyists have significantly greater potential to influence the Legislature. During a typical legislative year, a legislator may vote on
over 3,000 pieces of legislation in nine months. With complex issues, such as those concerning LAFCOs, there is never sufficient time for a legislator to become an expert on any bill. Instead, a legislator is forced to rely on advocates not only to provide relevant information about a bill, but also to withhold far larger amounts of information that may be helpful to understanding an issue but not necessary for a legislator to cast a vote on a bill. The legislator, therefore, must be able to trust that the lobbyist is not withholding anything relevant.

This kind of relationship takes time to build and it is why personal relationships are so important to lobbying. Legislators need to trust advocates in order to do the job they were elected to do, and contract lobbyists have far more opportunity to build trusting relationships with legislators than anyone else. Over the course of several years, it is possible for an in-house lobbyist to build up an impressive network of relationships, and then combine those relationships with in-depth knowledge that contract lobbyists rarely have time to acquire. Some of the most influential people in Sacramento are in-house lobbyists for this reason, but this only happens when the lobbyist lives and works in Sacramento for many years, and usually where there is a political action committee (“PAC”) in the background making contributions. Therefore, an executive director who lobbies intermittently, without a PAC or access to political fundraisers to help build relationships, would be at a severe political disadvantage.

9. **Is there a significant risk of having an independent contractor that provides non-lobbying services to CALAFCO and other entities also become a registered lobbyist on behalf of CALAFCO?**

Yes. An independent contractor that provides non-lobbying services concurrently to CALAFCO and other entities that is also a registered lobbyist could create significant complications. In fact, such an arrangement, would be legally risky. For example, assuming that this individual would not be a registered lobbyist for all the clients he or she serves, he or she would likely engage in activities for the other clients (for which he or she is not a registered lobbyist) that are permissible where not registered, but prohibited or restricted if performed as a registered lobbyist. The FPPC, however, may disagree that activities are on behalf of the unregistered clients and not for CALAFCO (for which the individual would be a registered lobbyist). This problem can arise over something as simple as inviting an elected official to a meeting where a meal is served that is worth more than $10, the gift limit for lobbyists. Aside from the complications to the individual’s daily work life, this would significantly increase the risk of penalties for which CALAFCO would be responsible.
SECTION 1
Organizational Structure and Responsibilities

1.2 Appointment of Officials

The Association will be staffed by a combination of contract staff and volunteer staff officers from member agencies. The Executive Director will serve as the administrative director and manager of the Association. The Executive Officer and Deputy Executive Officers will serve as fiscal agent for the Association and manage various services and programs of the Association under the direction of the Board and the Executive Director. Legal Counsel will provide legal advice to the Board and, as needed, the Executive Director and volunteer staff officers in the operations of the Association, interpretation of LAFCo law, and in support of member LAFCo Counsel.

The Board of Directors shall appoint the Executive Director. The Board shall also appoint the Legal Counsel and Executive Officer upon recommendation of the Executive Director. The Executive Officer shall appoint the Deputy Executive Officers in consultation with the Executive Director. In as much as possible, the Executive Officer and Deputy Executive Officers shall include one member from each region.

1.3 Assignment of Responsibilities

The Board of Directors (Board) determines that the California Association of Local Agency Formation Commission’s (CALAFCO) stated purposes will best be achieved by assigning duties to the Executive Director, Executive Officer, up to three Deputy Executive Officers, Legal Counsel, and Legislative Committee Chair. The administrative structure of the Association shall be as follows:
1.4 Executive Director Responsibilities

The Executive Director shall be responsible for managing the Association’s day-to-day activities, which includes managing and overseeing the following duties:

1. Manage and maintain the office, a dedicated telephone and voice mail system; manage or maintain all of CALAFCO’s correspondence and files; coordinate all corporate and association administrative business (e.g., elections, bylaws, policies and procedures, and corporate filings, etc.).

2. Supervise the work or services of contract staff, and outside consultants and vendors.

3. Prepare and distribute, or review, all outgoing communications and mailing; respond to member and public inquiries and requests for information; and support CALAFCO’s promotional, public relations and membership recruitment/retention activities and programs, which may include education and training programs.

4. Provide ongoing interface, communications, coordination and staff support for any Board committees and volunteers or programs and activities, including attendance at meetings with member LAFCOs.

5. Organize, prepare, and staff all Board meetings including preparation and coordination of Board agendas.

6. Prepare and edit CALAFCO’s quarterly newsletter.

7. Manage the CALAFCO website and list serves, including ongoing development, maintenance, utilization, application and expansion of the site.

8. Ensure that CALAFCO is adequately represented at all significant hearings, including the use of the Legislative Committee or Board Members for this purpose; assist with preparation of legislative correspondence, written testimony and oral communications; provide direct legislative information, regulatory monitoring, advocacy, and inter-agency communications with interface to LAFCo members; and build relationships with staff and members of Senate and Assembly Local Government Committees, and any other legislative committees pertinent to LAFCo’s mission.

9. Manage or maintain all records, membership directories, lists and databases, including rosters, and master calendar.

10. Manage and maintain records for the Associate Membership program, and prepare materials and promote associate memberships.

11. Establish and maintain working relationships with various associations representing governmental associations, non-profits, and other agencies such as: the League of California Cities, CSAC, CSDA, ACWA, BIA, and the Farm Bureau.

12. Manage the logistics, budget, and fees of the Annual Conference and workshops and educational programs with the Host Committee. Provide support and guidance to volunteer staff officers and the program committee in planning and developing the Annual Conference and educational workshop programs.

13. May serve as the Legislative Chair, as assigned by the Board.

14. Accept all other duties assigned by the Board.
1.5 Executive Officer Responsibilities

The Executive Officer shall, at the direction of the Executive Director or Board:

1. Accept primary responsibility for the financial management of the Association, including development and management of the annual budget and spending plan, full-service financial management and bookkeeping (accounts payable, accounts receivable, billings, collections, annual dues administration); and preparation of quarterly and annual financial reports in concert with the Association’s Treasurer.

2. Prepare and issue dues invoices, and maintain payment records including notices of termination, for CALAFCO regular and associate members.

3. Prepare portions of the Board agenda.

4. Maintain some of CALAFCO’s database and records as assigned.

5. Solicit policy issues and technical matters from other LAFCo Executive Officers and present them to the Board.

6. Make recommendations on matters considered by the Board.

7. Participate on the Legislative Committee.

8. Staff the Annual Conference’s Program Committee and assist the Program Chair in planning, developing and implementing the event.

9. Solicit member volunteers to staff committees and Association projects including the Legislative Committee, conference and workshop program committees, and project committees.

10. Maintain communication with member LAFCo staff on CALAFCO policies, and solicit input on policy issues from executive officers.

11. Accept all other duties assigned by the Board or Executive Director.

1.6 Deputy Executive Officer Responsibilities

The Deputy Executive Officers shall, at the direction of the Executive Director, Executive Officer, or Board:

1. Prepare a portion of the Board agenda and keep the Board minutes and roster.

2. Accept Board committee and volunteer liaison assignments.

3. Accept primary responsibility for management of CALAFCO programs and projects, such as CALAFCO University courses, database projects, and member surveys.

4. Participate and support the program planning committees in the development of the Staff Workshop. Serve on panels at the annual convention or educational workshops/seminars, as requested.

5. Participate on the Legislative Committee.

6. Assist Executive Officer with communications with LAFCo staff.

7. Accept all other duties assigned by the Board or the Executive Officer.
1.7 Legislative Committee Chair Responsibilities
The Legislative Committee Chair shall, at the direction of the Executive Director or Board:

1. Be primarily responsible for the Association’s legislative activities, including staff support to the Legislative Committee, tracking, reporting, and making recommendations to the Board on current legislation and bill hearings.

2. Prepare written and oral testimony, and when available, present such testimony to the appropriate legislative or administrative body.

3. Attend and participate in meetings as directed by the Executive Director or Board.

4. Accept all other duties assigned by the Board.

1.8 Legal Counsel Responsibilities
The Legal Counsel shall:

1. Advise the Corporation’s Board and staff on appropriate ways to carry out their activities according to the law.

2. Make recommendations on matters considered by the Board, and when assigned, review the work of all other staff and suggest corrections or amendments to their work.

3. Participate on the Legislative Committee.

4. Accept all other duties assigned by the Board.

1.10 Representative Role of Board Members
Members elected to the CALAFCO Board of Directors represent the statewide interests of the Association and not the interests of their region, commission or appointing authority. Board members are encouraged to communicate with the members of their region on CALAFCO issues to solicit input and disseminate information.

1.11 Regional Representation for Board Officers and Committees
The Board shall encourage participation by regions when establishing membership for Board committees (except for 1.12) and in selecting officers of the Board.

SECTION 4
Operational Policies

4.5 Legislative Policies and Committee

Legislative Policies
In the fall of each year the Board shall review and update the CALAFCO Legislative Policies. These policies are intended to drive the work of the Legislative Committee and provide the Committee and staff with policy direction on legislative positions. The Legislative Policies consist of two parts: 1) the longer-term legislative policies of the association; and 2) legislative priorities that the Board may establish for the legislative session through its strategic planning session.
Legislative Committee

In the fall of each year the Board shall appoint the members of the CALAFCO Legislative Committee.

The committee shall consist of up to 20 members appointed annually by the Board. Members include six Board Members, 9-11 LAFCo staff, the Executive Director, Legal Counsel, and the CALAFCO Executive Officer or designated Deputy Executive Officer. Members shall include representatives from all regions.

The Committee acts on behalf of the Board in developing and taking positions on legislation based on the Board’s Legislative Polices. The Committee meets bimonthly, as needed, during key periods of the legislative session.

A quorum consisting of at least 50% of the appointed Board members is required for decisions. The Committee will strive towards consensus on all decisions. Should a consensus not be possible, decisions will be made by a majority vote. In cases where legislative policy is unclear, there is significant disagreement, or a financial commitment is required or at the request of any of the participating Board members, the Committee shall send an item to the full Board for consideration. The Board is to be presented with a full update on Committee activity at every Board meeting.

Preference for staff appointments is based on interest, expertise and past participation. Appointments will include statewide representation. Alternates will be appointed for the staff seats and will serve on a rotating basis whenever a regular member is absent. No more than one voting staff member appointee may serve from any one LAFCo. The Board will endeavor to appoint balanced representation from all regions.⁷

All CALAFCO members are encouraged to offer proposed legislation, request agenda items, attend meetings and participate in Committee discussions. The Committee will meet in alternating locations between Sacramento and Southern California. Action minutes will be prepared for each meeting and distributed to each member as well as the Executive Officer of each LAFCo.

Legislative Committee Chair and Vice Chair

The Board has designated the Executive Director to serve as Chair of the Legislative Committee. In this capacity, the Executive Director shall be a non-voting member of the Committee.⁷ The Chair shall appoint a volunteer LAFCo staff member who is a member of the Legislative Committee⁷ as Vice Chair. The Vice Chair serves as Chair in the absence of the Chair, and retains his/her voting rights while serving in that capacity.⁷ The Vice Chair will provide a leadership role in legislative research and developing the CKH omnibus bill.
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CALAFCO 2016 Legislative Policies
As adopted by the Board of Directors on 5 February 2016

1. LAFCo Purpose and Authority
   1.1. Support legislation which enhances LAFCo authority and powers to carry out the legislative findings and authority in Government Code §56000 et seq., and oppose legislation which diminishes LAFCo authority.
   1.2. Support authority for each LAFCo to establish local policies to apply Government Code §56000 et seq. based on local needs and conditions, and oppose any limitations to that authority.
   1.3. Oppose additional LAFCo responsibilities which require expansion of current local funding sources. Oppose unrelated responsibilities which dilute LAFCo ability to meet its primary mission.
   1.4. Support alignment of responsibilities and authority of LAFCo and regional agencies which may have overlapping responsibilities in orderly growth, preservation, and service delivery, and oppose legislation or policies which create conflicts or hamper those responsibilities.
   1.5. Oppose grants of special status to any individual agency or proposal to circumvent the LAFCo process.
   1.6. Support individual commissioner responsibility that allows each commissioner to independently vote his or her conscience on issues affecting his or her own jurisdiction.

2. LAFCo Organization
   2.1. Support the independence of LAFCo from local agencies.
   2.2. Oppose the re-composition of any LAFCo to create special seats and recognize the importance of balanced representation provided by cities, the county, the public, and special districts in advancing the public interest.

2.3. Support representation of special districts on all LAFCos in counties with independent districts and oppose removal of special districts from any LAFCo.
2.4. Support communication and collaborative decision-making among neighboring LAFCos when growth pressures and multicounty agencies extend beyond a LAFCo’s boundaries.

3. Agricultural and Open Space Protection
   3.1. Support legislation which clarifies LAFCo authority to identify, encourage and ensure the preservation of agricultural and open space lands.
   3.2. Encourage a consistent definition of agricultural and open space lands.
   3.3. Support policies which encourage cities, counties and special districts to direct development away from prime agricultural lands.
   3.4. Support policies and tools which protect prime agricultural and open space lands.
   3.5. Support the continuance of the Williamson Act and restoration of program funding through State subvention payments.

4. Orderly Growth
   4.1. Support the recognition and use of spheres of influence as a management tool to provide better planning of growth and development, and to preserve agricultural, and open space lands.
   4.2. Support recognition of LAFCo spheres of influence by other agencies involved in determining and developing long-term growth and infrastructure plans.
4.3. Support orderly boundaries of local agencies and the elimination of islands within the boundaries of agencies.

4.4. Support communication among cities, counties, and special districts through a collaborative process that resolves service, housing, land use, and fiscal issues prior to application to LAFCo.

4.5. Support cooperation between counties and cities on decisions related to development within the city’s designated sphere of influence.

5. Service Delivery and Local Agency Effectiveness

5.1. Support the use of LAFCo resources to review Regional Transportation Plans, including sustainable communities strategies and other growth plans to ensure reliable services, orderly growth, sustainable communities, and conformity with LAFCo’s legislative mandates. Support efforts that enhance meaningful collaboration between LAFCOs and regional planning agencies.

5.2. Support LAFCo authority as the preferred method of local governance. Support the availability of LAFCo tools which provide communities with local governance and efficient service delivery options, including the authority to impose conditions that assure a proposal’s conformity with LAFCo’s legislative mandates.

5.3. Support the creation or reorganization of local governments in a deliberative, open process which will fairly evaluate the proposed new or successor agency’s long-term financial viability, governance structure and ability to efficiently deliver proposed services.

5.4. Support the availability of tools for LAFCo to insure equitable distribution of revenues to local government agencies consistent with their service delivery responsibilities.

5.5. Support collaborative efforts among agencies and LAFCOs that encourage opportunities for sharing of services, staff and facilities to provide more efficient and cost effective services. Support legislation which provides LAFCo with additional opportunities to encourage shared services.

2016 Legislative Priorities

Primary Issues

Authority of LAFCo

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.

Agriculture and Open Space Protection

Support policies, programs and legislation 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.

Water Availability

Support policies, programs and legislation that promote an integrated approach to water availability and management. Promote adequate water supplies and infrastructure planning for current and planned growth as well as to support the sustainability of agriculture. 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. encourage the creation of habitat conservation plans.

Viability of Local Services
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 including those identified in regional planning efforts such as sustainable communities strategies. Support legislation which provides LAFCo and local communities with options for local governance and service delivery to ensure efficient, effective, and quality service delivery. Support efforts which provide tools to local agencies to address aging infrastructure, fiscal challenges and the maintenance of services.

Adequate Municipal Services in Inhabited Territory
Expedited processes for inhabited annexations should be consistent with LAFCo law and be fiscally viable. To promote environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services, including options for annexation of contiguous disadvantaged unincorporated communities. Promote the delivery of adequate, sustainable, efficient, and effective levels of service through periodic updates of Municipal Service reviews, Spheres of Influence, and other studies.

Issues of Interest

Housing
Provision of territory and services to support housing plans consistent with regional land use plans and local LAFCo policies.

Transportation
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.

Flood Control
The ability and effectiveness of local agencies to maintain and improve levees and protect current infrastructure. Carefully consider the value of uninhabited territory, and the impact to public safety of proposed annexation to urban areas of uninhabited territory which is at risk for flooding. Support legislation that includes assessment of agency viability in decisions involving new funds for levee repair and maintenance. Support efforts that

California Association of Local Agency Formation Commissions
1215 K Street, Suite 1650, Sacramento, CA 95814 • 916/442-6536 www.calafco.org
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Board of Directors Meeting  
Thursday, January 12, 2017  
8:30 a.m. to 12:30 p.m.  
Hoge Fenton Jones & Appel – 600 South Market Street, Suite 1400  
San Jose, California

**MEETING AGENDA**

<table>
<thead>
<tr>
<th>Call to Order and Establish Quorum</th>
<th>Chair Curatalo</th>
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<tbody>
<tr>
<td>CONSENT</td>
<td></td>
</tr>
<tr>
<td>1. Minutes, 9 December 2016 Board Meeting*</td>
<td>K. Berry 39</td>
</tr>
<tr>
<td>ACTION</td>
<td></td>
</tr>
<tr>
<td>2. FY 2016-17 CALAFCO Quarterly Financial Report*</td>
<td>S. Lucas 47</td>
</tr>
<tr>
<td>3. Investment and Bank Account Report*</td>
<td>S. Lucas 49</td>
</tr>
<tr>
<td>4. CALAFCO FY 2017-18 Member Dues*</td>
<td>P. Miller 51</td>
</tr>
<tr>
<td>5. Adopt 2017 CALAFCO Legislative Policies*</td>
<td>P. Miller 55</td>
</tr>
<tr>
<td>6. Legislative Committee Report*</td>
<td>P. Miller 61</td>
</tr>
<tr>
<td>7. Strategic Plan and Action Items from Strategic Retreat</td>
<td>Chair Curatalo/ P. Miller</td>
</tr>
<tr>
<td>INFORMATION</td>
<td></td>
</tr>
<tr>
<td>8. 2017 Conflict of Interest Reports*</td>
<td>P. Miller/C. Alsop 63</td>
</tr>
<tr>
<td>9. Discussion regarding execution of new Conference model</td>
<td>Chair Curatalo/ P. Miller</td>
</tr>
<tr>
<td>10. 2017 Staff Workshop Update</td>
<td>K. Berry</td>
</tr>
<tr>
<td>11. 2017 CALAFCO U Update</td>
<td>D. Church</td>
</tr>
<tr>
<td>12. Board Member Reports and Announcements</td>
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<tr>
<td>13. Executive Director’s Report</td>
<td>P. Miller</td>
</tr>
</tbody>
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Adjourn to 5 May 2017 Board of Directors Meeting in Sacramento at 10:00 a.m.

* Staff Report included in agenda packet. The remaining reports will be given orally at the meeting. If you have any questions or desire additional information please call Pamela Miller at (916) 442-6536.
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CALL TO ORDER AND ESTABLISH QUORUM

Chair Curatalo established a quorum and called the meeting to order with a flag salute at 10:00 a.m.

**Board Members Present:**

James Curatalo, **Chair**, District (San Bernardino)  
Josh Susman, **Secretary**, Public (Nevada)  
Cheryl Brothers, City (Orange)  
Larry Duncan, District (Butte)  
Michael Kelley, County (Imperial)  
John Leopold, County (Santa Cruz)  
Gerard McCallum, Public (Los Angeles)  
Ricky Samayoa, City (Yuba)  
Gay Jones, **Vice Chair**, District (Sacramento)  
Mike McGill, **Treasurer**, Contra Costa (District)  
Bill Connelly, County (Butte)  
Shiva Frentzen, County (El Dorado)  
Bill Kirby, City (Placer)  
John Marchand, City (Alameda), arr. 10:10  
Anita Paque, Public (Calaveras)  
Sblend Sblendorio, Public (Alameda), arr.10:10

**Board Member Absent:**

None

**Staff Present:**

Clark Alsop, Legal Counsel, BB&K  
David Church, CALAFCO Deputy EO (DEO)  
Stephen Lucas, CALAFCO EO (DEO)  
Kris Berry, CALAFCO Deputy EO (DEO)  
Carolyn Emery, CALAFCO Deputy EO (DEO)  
Pamela Miller, Executive Director (ED)

**Guests Present:**

Erin Gilhuly, President, CV Strategies  
Mona Palacios, EO, Alameda LAFCo  
Kathy Rollings McDonald, EO San Bernardino LAFCo

*Indicates joined by phone  
^ Indicates not present the entire meeting

CONSENT

1. Minutes, 28 October 2016 Board Meeting

   On motion of Director Connelly, seconded by Director Duncan, and carried unanimously, the 28 October 2016 Board meeting minutes were approved.

ACTION

**Added to the Agenda:**

**Request for Board Meeting Date Change**

Executive Director (ED) Miller requested a rescheduling of the 28, July 2017 Board meeting to 18 August, 2017 in Irvine.

On motion of Director Duncan, seconded by Director Frentzen, and carried unanimously, the Board of Directors meeting was changed to 18 August, 2017 in Irvine.
2. Overview of CALAFCO Administrative and Operational Policies

Executive Director Miller gave a brief report on the Administrative and Operational policies for the Association.

On motion of Director Leopold, seconded by Director Frentzen, and carried unanimously, the Board received and filed the report.

3. FY 2016-17 CALAFCO Quarterly Financial Report

Executive Officer (EO) Lucas gave the first Quarter Financial Report, noting total operating expenses stand at 13.8% of the budget and that the Association is in strong financial shape at the end of the first quarter of FY 2016-2017.

On Motion of Director Paque, seconded by Director Marchand, and carried unanimously, the Board received and filed the report.

4. Investment and Bank Account Report

EO Lucas provided a summary of the FY 2016-17 first quarter investment report, indicating the interest received in the fourth quarter of FY 2015-16 was $268.07.

On Motion of Director Leopold and seconded by Director Frentzen, and carried unanimously, the Board received and filed the report.

5. Board Committee Appointments

ED Miller gave an overview of the four standing CALAFCO committees and the time commitment involved in each committee.

On motion of Director Sblendorio, seconded by Director Samayoa, and unanimously, the Board approved the following CALAFCO Legislative Committee appointments:

Northern voting member: Bill Connelly  Northern Alternate: Josh Susman
Southern voting member: Jim Curatalo  Southern Alternate: Mike Kelley
Central voting member: Shiva Frentzen  Central Alternate: Anita Paque
Coastal voting member: John Leopold  Coastal Alternate: Sblend Sblendorio
At Large voting member: Mike McGill  At Large Alternate: Gay Jones
At Large voting member: Bill Kirby

On motion of Director Leopold, seconded by Director Duncan, and carried unanimously, the Board approved the following CALAFCO Achievement Awards Committee appointments:

Northern member: Ricky Samayoa, Chair
Southern member: Mike Kelley
Central member: Anita Paque
Costal member: John Marchand
At Large: Gerard McCallum

At Large: Gerard McCallum
On motion of Director Duncan, seconded by Director Paque, and carried unanimously, the Board approved the following CALAFCO Recruitment Committee appointments:

Northern member: Josh Susman  
Southern member: Cheryl Brothers  
Central member: Shiva Frentzen  
Coastal member: John Leopold, Chair

On motion of Director Leopold, seconded by Director Samayoa, and carried unanimously, the Board approved the following CALAFCO Conference Committee appointments:

Jim Curatalo  
Bill Kirby, Chair  
Sblend Sblendorio  
Josh Susman

6. Board Retreat Agenda Items and Facilitation

ED Miller led the Board in a brainstorming session for topics for the upcoming Board Retreat. After discussion by the Board, these topics were grouped into categories and Directors were asked to prioritize the topics by each selecting their top three items. These items were then prioritized for discussion at the January 11, 2017 Board retreat.

Sustainability of CALAFCO (11 votes)  
Engaging in legislation (11 votes)  
Empower and educate LAFCos (8 votes)  
Roles and responsibilities (5 votes)  
Urbanization areas (4 votes)  
LAFCo on special districts (4 votes)  
Associate members – increasing our value (2 votes)

ED Miller requested the Board take action to approve the use of the facilitator from the last retreat.

On motion of Director Frentzen, second by Director Leopold, and carried unanimously, the Board approved contracting with Juan Lopez as the facilitator.

Discussion ensued regarding whether or not Board members who were not available to attend the retreat in person would be able to participate via conference call. By consensus it was agreed that conference call availability would be available to listen, but not to actively participate. Board members will have the opportunity to provide written input on topics prior to the retreat and have that input considered during the appropriate discussion.

7.1 Provide Input and Direction to Legislative Committee on Legislative Items for 2017

ED Miller gave a brief overview of the planned discussion. This meeting, since it is prior to the Legislative Committee (Committee) kickoff meeting, will allow the Board to give direction to the Committee.

ED Miller stated due to legislative involvement by CALAFCO over time, we are now approached as a critical conversation partner. This creates a heightened awareness of LAFCo, which can result in mixed consequences.
ED Miller reported our call for proposals for legislative ideas resulted in 15 requests for the Omnibus bill and one piece of standalone legislation (proposed name change for LAFCo). There are also two proposals from previous years vetted by the Committee and Board which are the change in protest provisions and changes to Government Code Section (GCS) 56653, both of which are carry-overs from 2015.

ED Miller went on to say the Little Hoover Commission (LHC) testimony resulted in a number of potential future possibilities for LAFCos and at some point the LHC and/or the Legislature will hold us accountable for these identified opportunities. She noted Special Districts are under a tremendous amount of scrutiny as well as Healthcare Districts and we need to be prepared to take action on some of the recommendations in the LHC final report. Both the California Special District Association (CSDA) and the Association of California Healthcare Districts (ACHD) have notified CALAFCO they intend to sponsor legislation in 2017 as a direct result of their LHC experiences this year.

ED Miller reminded the Board of their prior commitment to doing the White Paper and DUC mapping project in 2017, which is a result of the work we did associated with SB 1318 (Wolk) this past year.

She also stated CSDA has advised CALAFCO that they intend to sponsor a bill that will streamline the process of seating special districts on LAFCo and have asked us to co-sponsor this legislation with them. She went on to say that CALAFCO staff and CSDA staff have been in conversation regarding the idea of a joint Legislative Action Days for 2017.

ED Miller then shared her research experience in preparing the CALAFCO testimony for the LHC. In her research she found several LAFCo websites do not contain basic Brown Act required documents nor do they contain certain LAFCo studies. She stated this is a concern for the Association as a whole because it creates vulnerability for those members and for CALAFCO, and as an organization we have a responsibility to help resolve these issues, educate our member LAFCos that may not be in compliance, and connect them with the necessary resources to fulfill their statutory obligations.

Once all of the issues for consideration were presented, the Board discussed the priorities and limitations regarding legislative activities. Director Leopold commented he felt both the protest provisions and 56653 proposals were important, and acknowledged that the Board has previously stated they were important. He commented what a big job the protest provision changes may be for CALAFCO, acknowledging all of the work done by San Diego LAFCo on the proposed language. He recommended we look at what puts the organization most at risk.

Director Frentzen inquired as to what options were available to CALAFCO to legally remove the 20% limit that currently constrains CALAFCO’s lobbying efforts.

ED Miller responded that staff (she and Legal Counsel Alsop) have been engaged with several other attorneys at BBK to get that information. Counsel Alsop stated we have an (h) election which means we have an average of 20% of the operational budget annually for legislative matters (exclusive of voluntary efforts). He went on to say that a change to the 501(c)3 designation would have to go to a vote of the CALAFCO membership (pursuant to the Bylaws).

Director Paque asked if the limitation were removed, how much more time can the ED spend on lobbying given all of the other deliverables and responsibilities there are to fulfill.

ED Miller responded that priorities and objectives in the strategic plan would have to change should the Board want more time spent on lobbying by the ED.
Director Kirby asked ED Miller what her recommendation was for covering in 2017.

She responded CALAFCO would be best served at this time by focusing on those things that put our member LAFCos and CALAFCO at risk. She commented the items that put us most at risk are: not changing GCS 56653; not fulfilling our public commitment to the White Paper and DUC mapping project; not taking action on some of the opportunities we identified in our LHC testimony; and not taking action to help get all of our member LAFCos into full compliance with the laws that govern LAFCos. She went on to say if we choose to limit or not run the Omnibus bill, we run the risk of alienating our members who have submitted proposals. She suggested we consider the idea of a two-year Omnibus bill, or putting a limited number of items in the bill.

Director Samayoa commented we need to focus on limiting or eliminating the risks of the one-off bills by focusing on things that make LAFCos stronger and more sustainable long-term.

Director Duncan asked what would be the downside of not having an Omnibus bill this year.

ED Miller responded that we run the risk of alienating many of the LAFCo staff who submitted proposals (this would be the second year in a row we told them after submitting proposals that the bill would be limited). She went on to say she needs to discuss the idea of a two-year Omnibus bill with Assembly Local Government Committee (ALGC) staff to better understand all of the intended and unintended consequences.

Director McGill said he feels we should do a two year Omnibus bill and if that is not possible then focus on only minor technical changes for this year with the balance rolled into 2018, and make no further requests for additional items for inclusion in 2018. He also added we should be focusing on anything putting us at risk.

Director Jones commented it would be good for the Board to set a policy umbrella for the Committee to follow for 2017 as follows: (1) at-risk items; (2) minor technical changes; and (3) two-year items.

Further discussion ensued regarding the kinds of items that are included in the Omnibus bill and ED Miller stated she will be working with the ALGC staff on creating written guidelines for the future.

On motion of Director Connelly, seconded by Director McGill, the 2017 legislative priorities are as follows: (1) deal with the items that put LAFCos and CALAFCO at risk; (2) handle the minor technical changes; and (3) then deal with the longer-term items (two-year items). The Committee will need to identify which items proposed for the Omnibus bill fall into each of these three categories. If we decide a two-year Omnibus is not the best path forward, then we have a one-year Omnibus bill that contains only non-controversial items that put LAFCo at risk if changes are not made.

Further discussion ensued regarding giving the Committee clear direction on what falls into the at-risk category. Director Leopold commented given our limitations we need to protect our members and partner with stakeholders and fulfill our commitments.

Director Jones commented she feels we should be focusing on at risk issues and commitments made.

Director Sbendorio stated he feels only a few of the proposals for the Omnibus bill belong in the bill. He feels we should be focusing on the bigger picture and on issues such as healthcare districts.
Director Frentzen requested an amendment to the motion to change the priorities for 2017 to be: (1) current commitments; (2) items that place LAFCos or CALAFCO at risk; (3) items that benefit members; (4) technical non-controversial items; and (5) time allotted for the “unknown”.

After further lengthy and robust discussion, the specific items identified as at-risk items and current commitments are: changes to 56653; seating LAFCo on special districts; Little Hoover Commission response; the DUC mapping project and white paper; staying engaged with the administration on water-related issues; and working with OPR and SGC (at their request) on a document pertaining to urban growth.

*Director Connelly amended his motion to include these as the priority. Director McGill amended his second.*

*On amended motion of Director Connelly, second by Director McGill, and carried unanimously, the Board approved the 2017 legislative priorities.*

The discussion regarding the 2017 Legislative Polices was tabled to the January 11, 2017 retreat.

### 7.2 Begin Discussion Regarding Organizational Structure and Support for Legislative Efforts

ED Miller gave a brief report outlining recent trends in the increase in the number of bills tracked and the increasing complexity of the issues. It is time, once again, to have a discussion regarding what options are available to the Association in terms of structural and operational support of our legislative efforts.

Legal Counsel Alsop continued the discussion from earlier in the meeting regarding CALAFCOs 501(c)3 status and how LAFCos are instruments of the State Legislature.

ED Miller restated the research she and Counsel Alsop were doing and asked what other questions the Board would like to have information on to better inform their discussion next month.

Questions included: (1) How much would it cost to hire a Lobbyist; and (2) If we are truly part of the Legislature, wouldn’t some of our legislative work be considered educational – what is the breakdown of educating versus lobbying?

Director Jones suggested CALAFCO author a document that memorializes the history of this discussion over the past ten-plus years and provide the document to new incoming Board members as part of their orientation.

*On motion of Director Jones, seconded by Director Sblendorio, and carried unanimously, the Board continued this item for discussion at the Board Retreat on 11 January 2017.*

### 8. 2016 Annual Conference Report

ED Miller gave a brief report on the success of the Conference, summarizing program feedback and emphasizing the financial report is based on preliminary financial data as the books for this quarter have not yet been closed. She noted this is the last Conference held under the current host structure and beginning next year the Conference will be hosted by CALAFCO.

*On motion of Director Frentzen, seconded by Director Jones, and carried unanimously, the Board received and filed the report.*
ED Miller reported out on the work with CV Strategies for this year’s Conference, noting they were a good partner going above and beyond in many areas. She stated pursuant to the contract there was a full debrief between CALAFCO and CV Strategies and we are in agreement the partnership should continue but with a revision in the scope of work.

ED Miller pointed out that generating sponsorship revenue is a relationship-based activity and we cannot rely on a third party to cultivate and grow those relationships. While CV Strategies did bring in a number of new sponsors and new sponsorship revenue, we did not meet the target goal. The issue, as touched on by ED Miller, is CALAFCO struggles with how to brand and market ourselves and how to effectively communicate the benefit of a sponsorship experience to new potential sponsors.

Erin Gilhuly, President of CV Strategies, discussed what a challenge recruiting sponsorships was for her firm and recommended based on the difficulty recruiting sponsorships, we return to the model of CALAFCO soliciting sponsorships, building relationships in the process. She noted there are many other areas in which their skills can help. Ms. Gilhuly said they have many recommendations for CALAFCO to be more effective and can help with our branding and marketing issues. She also stated they can be a resource for us to maintain relationships with the sponsors throughout the year and help us in nurturing new relationships.

Both ED Miller and Ms. Gilhuly commented that in order to successfully accomplish the new strategies, CALAFCO would benefit greatly from having CV Strategies as a strategic planning conversation partner. Staff recommended a change in the scope of work be written into the current contract and suggested a revised contract be presented to the Board during the January 12, 2017 Board meeting for review and consideration.

On motion of Director Leopold, seconded by Director Jones, and carried unanimously, the Board directed ED Miller to work with CV Strategies on a change in the scope of work as noted above.

9. 2017 Conflict of Interest Reports

Executive Director Miller handed out Conflict of Interest forms to all Directors for completion.

10. CALAFCO U Update

No update at this time.

11. CALAFCO Survey Update

No update at this time.

12. CALAFCO 2017 Staff Workshop Update

No update at this time.

13. Board Member Reports and Announcements

No reports were given.
14. Executive Directors Report

ED Miller stated there was nothing to add to her written report.

ADJOURNMENT

Chair Curatalo adjourned the meeting at 2:39 p.m. to the 11 January, 2017 Board Retreat and 12 January, 2017 Board of Directors meeting.
Agenda Item No. 2
FY 2016-17 Second Quarter Fiscal Report

Prepared By: Stephen Lucas, Executive Officer
Date: 12 January 2017

RECOMMENDATION


DISCUSSION

Due to the proximity of the Board Meeting to the closing for the second quarter, the FY 2016-17 quarterly financial report comparing budgeted and actual expenditures will be presented at the Board meeting on January 12. It is expected the report will be a tentative report as not all invoices will likely have been received by the Board Meeting.

ATTACHMENTS

To be provided at the Board meeting.
RECOMMENDATION

1. Receive and file report

DISCUSSION

Due to the proximity of the Board Meeting to the closing for the second quarter, the LAIF investment account information is not yet available. A full report will be provided at the Board meeting on January 12.
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RECOMMENDATION

1. Adopt the CALAFCO member LAFCo dues for FY 2017-2018.

EXECUTIVE SUMMARY

Each year the Board considers the amount of member LAFCo dues prior to staff working on the budget. Your Board needs to consider whether or not to raise the dues by the CPI or beyond that level for the FY 2017-18. Two years ago your Board approved a seven (7) percent increase in member LAFCo dues for the FY 2016-17 and FY 2017-18 years. At that time, your Board indicated an intention not to raise the dues by the CPI during those two fiscal years.

DISCUSSION

In April, 2006 your Board approved a recommendation to the membership to amend the Bylaws in order to increase member dues. The recommendation included a three-year phase-in of the dues increase and a policy commitment from the Board not to increase the dues beyond an annual cost of living adjustment for five years following the phase-in. In September, 2006 the members approved the recommended by-laws change at the 2006 CALAFCO Annual Meeting. The dues increase phase-in began in FY 2006-07 and was completed in FY 2008-09. The Bylaws call for subsequent annual dues to be increased each year to reflect changes in the Consumer Price Index (CPI).

FY 2009-10 was the first year the dues could be increased by the CPI (which was 1.3% for FY 2008-09). The Board voted in February 2009 not to increase dues by the CPI due to economic conditions. In May, 2010 your Board adopted a dues structure for FY 2010-11 which again maintained dues at the 2008-09 level, without the .7% CPI increase. The economic crisis obviously continued, and again for FY 2011-12 the Board voted to not implement the CPI dues increase for the fourth year, which would have been 1.7%.

In February 2012 your Board again carefully considered whether or not to raise dues by the CPI, which at the time was forecasted at 2.2%. After four years of maintaining dues at the 2008-09 level, and considering the increasing Association costs and limited reserves, your Board approved a 2.2% increase in membership dues for the FY 2012-13. In February 2013 your Board considered dues for the FY 2013-14, with a forecasted CPI increase of 2.3%, and approved an increase in dues by the projected CPI of 2.3%. In February 2014 your Board considered dues for the FY 2014-15 and approved an increase in dues by the projected CPI of 1.5%. In February 2015 your Board approved an increase in dues for FY 2015-16 by the projected CPI of 2.0%.

Later in 2015 your Board extensively deliberated making a number of structural organization changes to better deal with the growing professional demands of the organization. As part of those
deliberations, a potential increase to member LAFCo dues was considered. After careful consideration, your Board approved an increase in member LAFCo dues of seven percent (7%) per year for the next two years (FY 2016-17 and 2017-18). Additionally, at that time, your Board indicated an intention not to raise the dues by the CPI during those two fiscal years. The California Department of Finance projects the CPI for FY 2016-17 to be 2.6%.

In considering any action on Association dues, it may be helpful to review the basic revenues and expenses of the Association. CALAFCO has three main revenue sources: 1) member dues; 2) conference and workshop registrations; and 3) carry over from the previous year. The basic breakdown of the planned/adopted FY 2016-17 revenues and expenses include:

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Dues</td>
<td>$201,812</td>
</tr>
<tr>
<td>Conference/Workshop</td>
<td>$178,300</td>
</tr>
<tr>
<td>Carryover</td>
<td>$59,242</td>
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<tr>
<td>Miscellaneous</td>
<td>$2,500</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$441,854</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>$258,808</td>
</tr>
<tr>
<td>Conference/Workshop</td>
<td>$146,740</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$405,740</td>
</tr>
</tbody>
</table>

As the Board is aware, dues do not cover the operational costs of the Association. To fund the ($56,996) difference ($201,812 - $258,808) in the current fiscal year, the budget relies on the carryover from the previous year to balance the budget. Fortunately because of careful management of operational expenses in FY 2015-16 and a profitable annual conference, the previous fiscal year ended with a carryover large enough to cover all operating costs (when added to the dues). However, continued reliance on the use of carry over to balance the budget gap may lead to a situation in which the Association is required to use reserves to balance the budget.

When factoring in a 2.6% CPI increase on the FY 2016-17 base, an additional $4,862 would be generated. It is staff’s opinion this amount is not enough to warrant an additional increase over the already approved increase of 7%.

CALAFCO Bylaws state:

2.2.3 Dues will be increased by the Board on an annual basis for fiscal year 2009-2010 and following to reflect changes in the Consumer Price Index (CPI).

**OPTIONS**
The Board has the option to: (a) increase LAFCo member dues by the projected CPI of 2.5% by not taking any action; or (b) take action to maintain dues for the FY 2017-18 at the previously approved rate of a 7% increase over FY 2016-17 rates.

**RECOMMENDATION**
Staff recommends your Board take action to maintain dues for the FY 2017-18 at the previously approved rate of a 7% increase over FY 2016-17 rates.

**ATTACHMENT**
4a – Member LAFCo Dues Projections as previously approved by your Board
|-----------------|--------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|
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RECOMMENDATION

1. Consider any potential amendments to the current Legislative Policies and adopt the 2017 CALAFCO Legislative Policies.

EXECUTIVE SUMMARY
Each year the Board reviews the Association’s adopted legislative priorities and policies. Given that there is a substantial legislative discussion agendized during your Board’s strategic planning workshop on January 11, your Board may wish to make changes to these policies during your strategic planning workshop. Depending upon the extent of those changes, adoption of the 2017 legislative priorities and policies may be done today or revised and presented to you during your May meeting for adoption.

DISCUSSION
At the November, 2007 meeting your Board adopted a comprehensive set of legislative policies and procedures. These serve as the guideposts for your Legislative Committee and the work of staff during the legislative session. The CALAFCO legislative procedure calls for the Board’s annual review and adoption of the policies at its fall meeting. The Policy review was tabled during your December meeting in favor of a review during your strategic retreat.

Historically, the Legislative Committee (Committee) has also reviewed the Association’s legislative policies annually and provided feedback for your Board’s consideration. The Committee did not conduct this review at their December meeting knowing your Board was undertaking this discussion at length in January.

Included as attachment 5a to this report are the current CALAFCO legislative Policies. As your Board may make changes to these policies during your strategic planning workshop, the current or revised set of policies may be presented for your adoption either at the January 12 meeting or your May 5 meeting (depending on the extent of changes to be made).

ATTACHMENT
5a - 2016 CALAFCO Legislative Policies
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1. LAFCo Purpose and Authority

1.1. Support legislation which enhances LAFCo authority and powers to carry out the legislative findings and authority in Government Code §56000 et seq., and oppose legislation which diminishes LAFCo authority.

1.2. Support authority for each LAFCo to establish local policies to apply Government Code §56000 et seq. based on local needs and conditions, and oppose any limitations to that authority.

1.3. Oppose additional LAFCo responsibilities which require expansion of current local funding sources. Oppose unrelated responsibilities which dilute LAFCo ability to meet its primary mission.

1.4. Support alignment of responsibilities and authority of LAFCo and regional agencies which may have overlapping responsibilities in orderly growth, preservation, and service delivery, and oppose legislation or policies which create conflicts or hamper those responsibilities.

1.5. Oppose grants of special status to any individual agency or proposal to circumvent the LAFCo process.

1.6. Support individual commissioner responsibility that allows each commissioner to independently vote his or her conscience on issues affecting his or her own jurisdiction.

2. LAFCo Organization

2.1. Support the independence of LAFCo from local agencies.

2.2. Oppose the re-composition of any LAFCo to create special seats and recognize the importance of balanced representation provided by cities, the county, the public, and special districts in advancing the public interest.

2.3. Support representation of special districts on all LAFCOs in counties with independent districts and oppose removal of special districts from any LAFCo.

2.4. Support communication and collaborative decision-making among neighboring LAFCos when growth pressures and multicounty agencies extend beyond a LAFCo’s boundaries.

3. Agricultural and Open Space Protection

3.1. Support legislation which clarifies LAFCo authority to identify, encourage and ensure the preservation of agricultural and open space lands.

3.2. Encourage a consistent definition of agricultural and open space lands.

3.3. Support policies which encourage cities, counties and special districts to direct development away from prime agricultural lands.

3.4. Support policies and tools which protect prime agricultural and open space lands.

3.5. Support the continuance of the Williamson Act and restoration of program funding through State subvention payments.

4. Orderly Growth

4.1. Support the recognition and use of spheres of influence as a management tool to provide better planning of growth and development, and to preserve agricultural, and open space lands.

4.2. Support recognition of LAFCo spheres of influence by other agencies involved in determining and developing long-term growth and infrastructure plans.
CALAFCO 2016 Legislative Policies
As adopted by the Board of Directors on 5 February 2016

4.3. Support orderly boundaries of local agencies and the elimination of islands within the boundaries of agencies.

4.4. Support communication among cities, counties, and special districts through a collaborative process that resolves service, housing, land use, and fiscal issues prior to application to LAFCo.

4.5. Support cooperation between counties and cities on decisions related to development within the city’s designated sphere of influence.

5. Service Delivery and Local Agency Effectiveness

5.1. Support the use of LAFCo resources to review Regional Transportation Plans, including sustainable communities strategies and other growth plans to ensure reliable services, orderly growth, sustainable communities, and conformity with LAFCo’s legislative mandates. Support efforts that enhance meaningful collaboration between LAFCOs and regional planning agencies.

5.2. Support LAFCo authority as the preferred method of local governance. Support the availability of LAFCo tools which provide communities with local governance and efficient service delivery options, including the authority to impose conditions that assure a proposal’s conformity with LAFCo’s legislative mandates.

5.3. Support the creation or reorganization of local governments in a deliberative, open process which will fairly evaluate the proposed new or successor agency’s long-term financial viability, governance structure and ability to efficiently deliver proposed services.

5.4. Support the availability of tools for LAFCo to insure equitable distribution of revenues to local government agencies consistent with their service delivery responsibilities.

5.5. Support collaborative efforts among agencies and LAFCOs that encourage opportunities for sharing of services, staff and facilities to provide more efficient and cost effective services. Support legislation which provides LAFCo with additional opportunities to encourage shared services.

2016 Legislative Priorities

Primary Issues

Authority of LAFCo

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.

Agriculture and Open Space Protection

Support policies, programs and legislation 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.

Water Availability

Support policies, programs and legislation that promote an integrated approach to water availability and management. Promote adequate water supplies and infrastructure planning for current and planned growth as well as to support the sustainability of agriculture. 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

California Association of Local Agency Formation Commissions
1215 K Street, Suite 1650, Sacramento, CA 95814 • 916/442-6536  www.calafco.org 58
dissolution of water companies providing services.

Viability of Local Services

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 including those identified in regional planning efforts such as sustainable communities strategies. Support legislation which provides LAFCo and local communities with options for local governance and service delivery to ensure efficient, effective, and quality service delivery. Support efforts which provide tools to local agencies to address aging infrastructure, fiscal challenges and the maintenance of services.

Adequate Municipal Services in Inhabited Territory

Encourage the creation of habitat conservation plans.

Issues of Interest

Housing

Provision of territory and services to support housing plans consistent with regional land use plans and local LAFCo policies.

Transportation

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.

Flood Control

The ability and effectiveness of local agencies to maintain and improve levees and protect current infrastructure. Carefully consider the value of uninhabited territory, and the impact to public safety of proposed annexation to urban areas of uninhabited territory which is at risk for flooding. Support legislation that includes assessment of agency viability in decisions involving new funds for levee repair and maintenance. Support efforts that encourage the creation of habitat conservation plans.

Expedited processes for inhabited annexations should be consistent with LAFCo law and be fiscally viable. To promote environmental justice for underserved inhabited communities, funding sources should be identified for extension of municipal services, including options for annexation of contiguous disadvantaged unincorporated communities. Promote the delivery of adequate, sustainable, efficient, and effective levels of service through periodic updates of Municipal Service reviews, Spheres of Influence, and other studies.
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RECOMMENDATION

1. Receive and file report on current legislative matters.

EXECUTIVE SUMMARY

Given the short time between now and your last Board meeting, there has been little legislative action. There has only been one Legislative Committee meeting and the Legislature has been in recess most of the month. This report is for informational purposes only to report on the last month of activity.

DISCUSSION

During the last Board meeting, your Board had an extensive discussion regarding the focus of our legislative resources in 2017, with the direction of focusing on those things that have our member LAFCos and CALAFCO at risk as our top priority along with fulfilling current commitments and staying engaged in conversations at the state level. Your Board also gave the direction to either do a two-year Omnibus bill or run a bill in 2017 that focuses only on the at-risk items. Your Board further directed staff and the Legislative Committee (Committee) to no longer include any proposals that were controversial in nature into the Omnibus bill.

The Committee has had one meeting since the last Board meeting (the minutes for which have not been drafted in time to be included with this report), and the Board’s decisions and directions were presented to the Committee during that meeting. This presentation served as the framework for their extensive discussion on Omnibus items as well as any potential CALAFCO sponsored legislation. Several members of the Committee expressed their concerns about the limited scope of focus and wondered if this was our “new norm”. Several members of the Board and the executive director explained that we have made great strides and progress in influencing legislative outcomes and being a sought-after conversation partner. With so much emphasis placed in the realm of legislation the past several years, it is now time to take a step back and take care of other issues surfacing such as member LAFCo education and support, as well as fulfilling in a timely manner commitments we have made and being prepared to respond to the Little Hoover Commission’s report and recommendations expected in the spring.

2017 is the first year of the current two-year legislative cycle. Given the tenor and outcome of the national election, California lawmakers are anxious, which was evident on the floor of both the Senate and the Assembly on opening day in December. It is expected the majority of bills introduced will focus on the process of implementing all of the new laws passed in November as well as
addressing issues such as affordable housing, transportation infrastructure, access to safe drinking water, and increasing transparency in local government (and more technology kinds of bills).

New Committee assignments have been announced for the Senate, and in the Assembly the Committee leadership has been announced (full committee memberships are still pending). The Senate Governance & Finance Committee has a new Chair – Senator Mike McGuire has taken over for Senator Hertzberg (he remains a member of the Committee). Your Board may recall Senator McGuire authored our bill on JPAs last year, which was signed into law. He is also a former City Councilman and County Supervisor. The Assembly Local Government Committee also has a new Chair, Assemblywoman Cecilia Aguiar-Curry. She is a former Yolo LAFCo Commissioner and former Mayor.

CALAFCO staff is currently scheduling meet and greet appointments with all of the members of these local government committees.

CALAFCO TRACKED LEGISLATION
As it is very early into this legislative year, not many bills have been introduced to date. As a result, the current number of CALAFCO tracked bills is just one, which the Committee has not yet considered for action. It is expected that by the Committee’s January 27 meeting there will be more bills to consider. The deadline to submit language to Leg Counsel for consideration is January 20 and the last day for bills to be introduced is February 17.

CALAFCO LEGISLATIVE ITEMS
Omnibus bill - With the Board’s direction as the framework, the Committee identified only one (1) proposal for inclusion in the 2017 Omnibus bill; identified eleven (11) items for the 2018 Omnibus bill; two (2) items that can be included in the co-sponsored bill (with CSDA) on seating special districts on LAFCo; and one (1) item being removed completely due to its highly controversial nature.

56653 - As the proposer for sponsoring changes to 56653, Butte LAFCo has arranged for a meeting with Assemblymember Gallagher to potentially author this piece of legislation. That meeting is set for January 9. Proposed language and information to create a fact sheet have been provided to the member.

Co-sponsor with CSDA – CSDA is searching for an author for the bill that will streamline the process of seating special districts on LAFCo. We have discussed potential legislators and have agreed that Senator McGuire is our first choice. We will begin working on specific language with CSDA very shortly.

REQUESTED ACTION
Receive and file report.
RECOMMENDATION


EXECUTIVE SUMMARY
This annual report is required pursuant to the Association’s bylaws. Any potential conflicts of interest are reported for the upcoming year in these forms. Your Board needs to accept and file this report.

DISCUSSION

In 2008 the Internal Revenue Service issued a new Form 990 annual tax return/report that must be submitted by most federal 501(c)(3) income tax exempt organizations, including CALAFCO. The new Form 990 requirements became effective with the Association’s filing in October, 2009. Part of the IRS rules required the annual disclosure of conflicts of interest for Board Members and key staff. In February, 2008 your Board adopted Policy 3.18 which includes an annual update on conflict disclosure.

All Board members, contract staff, and volunteer officers have completed the disclosure form for 2017 and they are attached to this report. No new disclosures were reported. The only potential conflict reported was Best Best and Krieger, LLP which provides legal services to the Association. This has been reported previously to the Board and procedures are in place to prevent any potential conflict.

ATTACHMENT

8a Conflict of Interest Disclosure Forms
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CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

[□] I have no conflict of interest to report.

[X] I have the following conflicts of interest to report (please specify):

My law firm, BK, is legal counsel to CALAFCO through a contract.

The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature: ____________________________
Printed Name: ________________________
Date: ___________________________
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

☐ I have no conflict of interest to report.

☐ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

Date

12/9/16
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

___ x ___ I have no conflict of interest to report.

_____ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Cheryl Brothers
Printed Name

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Signature

12/26/2016
Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

[✓] I have no conflict of interest to report.

[ ] I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

[Date]
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

X I have no conflict of interest to report.

_____ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature: Bill Connelly
Printed Name: Bill Connelly
Date: 9 December 2016
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

X I have no conflict of interest to report.

___ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature: __________________________

Printed Name: ___________________

Date: 12-9-16
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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X I have no conflict of interest to report.

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

[Date]
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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_____ I have no conflict of interest to report.

_____ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature ___________________________ Printed Name ___________________________

Date ________________
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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X I have no conflict of interest to report.

___ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

Shiva Frenzen

Printed Name

12/19/2016

Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

X I have no conflict of interest to report.

_____ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

Date

JAMES GLADEFELTER
ALTA MESA GROUP, LLC.

Printed Name

12-10-16
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

I have no conflict of interest to report.

I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

Printed Name

Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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[ ] I have no conflict of interest to report.

[ ] I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Michael W. Kelley

Signature

Michael W. Kelley

Printed Name

12-21-16

Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

☐ I have no conflict of interest to report.

☐ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

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Signature

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Printed Name

12-9-16
Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

✓ I have no conflict of interest to report.

I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature:  

Printed Name:  

Date:  12.9.16
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

X I have no conflict of interest to report.

I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

STEPHEN LUCAS

Printed Name

Date

9 DEC 2016
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

☐ I have no conflict of interest to report.

☐ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

[Date]
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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X I have no conflict of interest to report.

I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

12/29/2016

Date

Gerard McCallum II

Printed Name
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

✓ I have no conflict of interest to report.

____ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

12/10/16

Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

Printed Name

Date 12-8-16
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association’s Conflict of Interest Policy Statement (see opposite side).

☐ I have no conflict of interest to report.

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

[Date]
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

☑️ I have no conflict of interest to report.

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Signature

Printed Name

Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

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X I have no conflict of interest to report.

___ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]

[Printed Name]

[Date]
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

I have no conflict of interest to report.

[ ] I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

Joshua Susman
Signature

Joshua Susman
Printed Name

12/29/16
Date
CALAFCO Conflict of Interest Disclosure Form

For the Calendar Year: 2017

This form must be filed annually by all specified parties, as identified in the Association's Conflict of Interest Policy Statement (see opposite side).

☐ I have no conflict of interest to report.

☐ I have the following conflicts of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

[Signature]
Jeni Tickler
Printed Name

[Date]
12-7-16