

# Memo

To: Executive Officers of Member LAFCOs

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

Date: December 9, 2025

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

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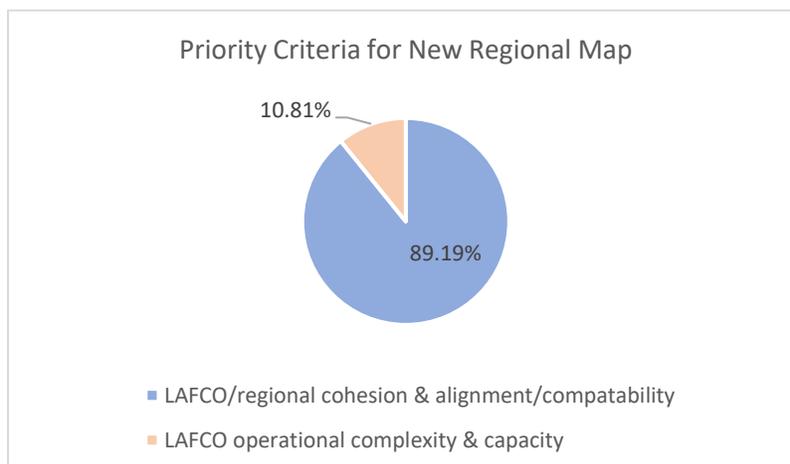
Dear Member LAFCO Executive Officers,

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

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

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

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



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

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

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

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

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

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

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

**Members of the CALAFCO Regional/Board Restructure Working Group**

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

We truly appreciate your continued support and active input.

Sincerely,

***CALAFCO Transition Team & Regional/Board Restructure Working Group***

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Attachments:

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

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



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

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

**DRAFT NOV 2025**

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

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

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

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

**Data source:**

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