



Local Agency Formation Commission of Napa County
Subdivision of the State of California

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We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture

Agenda Item 6c (Consent/Information)

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer *B F*

MEETING DATE: April 7, 2025

SUBJECT: CALAFCO Board Retreat Summary

BACKGROUND AND SUMMARY

This is a consent item for information purposes only. Accordingly, if interested, the Commission is invited to pull this item for additional discussion with the concurrence of the Chair. No formal action will be taken as part of this item.

On March 20th and March 21st, the Board members and regional officers of the California Association of Local Agency Formation Commissions (CALAFCO) held a planning retreat. A one-page retreat summary prepared by facilitators Pamela Miller and Erin LaCombe is included as Attachment 1 and outlines retreat focus areas, highlights, and emerging priorities. A full summary report is being developed and will be followed by a detailed six-to-nine-month action plan.

ATTACHMENT

- 1) CALAFCO Board Retreat Summary

Margie Mohler, Commissioner
Councilmember, Town of Yountville

Beth Painter, Vice Chair
Councilmember, City of Napa

David Oro, Alternate Commissioner
Councilmember, City of American Canyon

Anne Cottrell, Commissioner
County of Napa Supervisor, 3rd District

Belia Ramos, Commissioner
County of Napa Supervisor, 5th District

Joelle Gallagher, Alternate Commissioner
County of Napa Supervisor, 1st District

Kenneth Leary, Chair
Representative of the General Public

Eve Kahn, Alternate Commissioner
Representative of the General Public

Brendon Freeman
Executive Officer



The CALAFCO Board and Regional Officers gathered for a forward-thinking planning retreat, facilitated by Pamela Miller of Miller Management & Consulting Group and Erin LaCombe of CV Strategies.

The two-day session was grounded in reflection, alignment, and action—with a shared focus on CALAFCO's future.

Retreat Highlights

DAY ONE – FOUNDATION AND VISION

Led by Pamela Miller, the group explored CALAFCO's evolution, reaffirmed its purpose and values, examined good governance practices, and envisioned a future shaped by unity and responsible leadership.

DAY TWO – COMMUNICATION AND CULTURE

Facilitated by Erin LaCombe, participants deepened their understanding of effective communication, including how to navigate conflict, rebuild trust, and foster a culture of transparency and collaboration.

Emerging Priorities



MISSION DELIVERY – EDUCATION & ADVOCACY – Renewed energy will be directed toward CALAFCO's core mission of education, legislative advocacy, and capacity-building.



GOOD GOVERNANCE & RESPONSIBLE LEADERSHIP – A governance structure will clarify roles, expectations, and decision-making processes, ensuring alignment with CALAFCO's mission and increasing organizational effectiveness.



EFFECTIVE COMMUNICATION FRAMEWORK – CALAFCO is developing a Strategic Communication Framework to align all messaging with the values of trust, transparency, and professionalism through actionable methods, tools, and resources.



RESPONSIVE SUPPORT FOR TRANSITION – The transition team will maximize resources to address member needs and create opportunities for input from LAFCOs across the state.



STATEWIDE LISTENING SESSIONS – CALAFCO will host regional focus groups to hear directly from members about structure, culture, and the value of desired services.

Next Steps: Several action items unanimously supported by the Board members present at the retreat will be ratified by the Board at the April 4, 2025 meeting. A full retreat summary and a detailed six-to-nine-month action plan are forthcoming. This moment of transition is also one of transformation—and through clear communication, collaborative governance, and shared purpose, CALAFCO is poised to evolve and thrive.



Pamela Miller

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