

CALAVERAS LAFCO

Calaveras Local Agency Formation Commission

Regular Meeting Agenda Amended

MONDAY – January 26, 2026

6:00 PM

**THE CALAVERAS COUNTY BOARD OF SUPERVISOR'S ROOM
891 MOUNTAIN RANCH ROAD
SAN ANDREAS, CA**

The complete agenda, including backup materials related to items on this Agenda submitted to the Commission after distribution of the Agenda Packet, is available for public inspection on the Calaveras LAFCo website. Agenda materials are also available on the Calaveras LAFCO website at www.calaveraslafco.org

If members of the public wish to participate via Zoom you may do so.

Zoom Option: Calaveras LAFCo is inviting you to a regular meeting.

Topic: Calaveras LAFCo Regular Meeting

Time: Jan 26, 2026 06:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/86877608746?pwd=Hs4ITLjYLBjQj8CFRYV7c2XeGUvSY.1>

Meeting ID: 868 7760 8746

Passcode: 693400

One tap mobile

+16694449171,, 86877608746#,,,,*693400# US

+16699006833,, 86877608746#,,,,*693400# US (San Jose)

Join instructions

<https://us02web.zoom.us/j/86877608746?pwd=Hs4ITLjYLBjQj8CFRYV7c2XeGUvSY.1>

REASONABLE ACCOMMODATIONS

An interpreter for the hearing-impaired may be made available upon request to the Executive Officer 72 hours before a meeting.

The location of this meeting is wheelchair-accessible. If other accommodations are required to assist a person with a disability to participate in the meeting, please contact the Commission Clerk 24 hours before the meeting as indicated below.

Disclosure & Disqualification Requirements Any person or group of persons acting in concert who directly or indirectly contribute \$1,000 or more in support of or in opposition to a change of organization or reorganization that has been submitted to Calaveras LAFCO must comply with the disclosure requirements of the Political Reform Act of 1974 applicable to local initiative measures to be submitted to the electorate. These requirements contain provisions for making disclosures of contributions and expenditures at specified intervals; they may be reviewed at Government Code §§56700.1 and 81000 et seq. Additional information about the requirements pertaining to local initiative measures to be presented to the electorate can be obtained by calling the Fair Political Practices Commission at (916) 322-5660.

A LAFCO Commissioner must disqualify herself or himself from voting on an application involving an "entitlement for use" (such as an annexation or sphere amendment) if, within the last twelve months, the Commissioner has received \$250 or more in campaign contributions from the applicant, any financially interested person who actively supports or opposes the application, or an agency (such as an attorney, engineer, or planning consultant) representing the applicant or an interested party. The law (Government Code Section 84308) also requires any applicant or other participant in a LAFCO proceeding to disclose the contribution amount and name of the recipient Commissioner on the official record of the proceeding.

Late-Distributed Materials. Any material submitted to the Commission after this agenda is posted will be made available for public inspection as soon as possible on the LAFCo Webpage www.calaveraslafco.org

Contact LAFCo Staff LAFCo staff may be contacted at 310-936-2639 or by mail at Calaveras LAFCo, 5050 Laguna Blvd #112-711, Elk Grove, CA 95758 or by email at jennifer@pcateam.com

1. Roll Call and Pledge of Allegiance:

Commissioners

Kirk Smith, Special District Member
Scott Behiel , City Member
Amanda Folendorf, County Member
Gary Tofanelli, County Member, Acting-Chair
Tony Tyrrell, Special District Member
Anita Paque, Public Member
Kara Scott, City Member

Alternate Commissioners

Vacant, Public Member Alt.
Michael Chimente, City Member Alt.
Jon Dashner, Special Dist. Member Alt.
Autumn Andahl, County Member Alt

Staff:

Jennifer Stephenson, Executive Officer
Diane Severud, LAFCO Clerk
Michael Colantuono, LAFCO Counsel

2. Public Comment

This is the time set aside for citizens to address the Commission on any item of interest to the public that is within the subject matter jurisdiction of the Commission. For items that were on the agenda, public comment was heard when the item is discussed. If your comments concern an item that is noted as a public hearing, please address the Commission after the public hearing is opened for public testimony. The Chair reserves the right to limit each speaker to three (3) minutes. Please understand that by law, the Commission cannot make decisions on matters not on the agenda.

3. Consider approval of Minutes for the November 20, 2025 LAFCo meeting

Action:

- a. *Approve November 20, 2025 minutes*

4. Authorize Payment of Claims for November and December 2025

- b. *Authorize Payment of Claims for November and December 2025*

Action Items:

5. Appoint Chair and Vice Chair for 2026

Action:

- c. *Nominate and appoint Chair for 2026*
- d. *Nominate and appoint Vice Chair for 2026*

6. Discussion of Transition Items

- a. Update of Fee Schedule.*
- b. Public Member Alternate Recruitment*
- c. Bylaws and Policies Review*
- d. Conference Travel Policies Review*
- e. Work Program for FY 2026-2027 at March Meeting*

7. CSDA Annual Membership/SDRMA Insurance

Action:

- a. Approve budget adjustment for increased CSDA membership fees.*
- b. Discuss options for insurance in future years given planned increases to CSDA membership fees over the next few years.*

8. Consider CivAssist for Agenda Compilation and Distribution

Action:

- a. Approve use of CivAssist for agenda compilation and budget adjustment for \$800 annual fee.*

9. Streamline Document Accessibility Tool

Action:

- a. Consider adding accessibility tool to Streamline subscription for \$200 per month.*

10. CALAFCO Working Group Proposal for Board Reorganization

Action:

- a. Summary of Working Group proposal, response, and current status.*
- b. Discussion and direction regarding proposed Bylaw changes at CALAFCO Business Meeting.*
- c. Appointment of Voting Delegate and Alternate for CALAFCO Business Meeting.*

11. Executive Officer's Report

- a. Calaveras LAFCo Logo*
- b. Digitization of documents*
- c. Online LAFCo document storage*

12. NEXT REGULAR LAFCO MEETING will be: March 16, 2026 6:00 pm in San Andreas

The Commission may take action upon any item listed on the agenda. Unless otherwise noted, items may be taken up at any time during the meeting.

Any member appointed on behalf of local government shall represent the interests of the public as a whole and not solely the interest of the appointing authority Government Code Section 56325.1

Public Comment

Members of the public may address the Commission on items not appearing on the agenda, as well as any item that does appear on the agenda, subject to the following restrictions:

- Items not appearing on the agenda must be of interest to the public and within the Commission's subject matter jurisdiction.
- No action shall be taken on items not appearing on the agenda unless otherwise authorized by Government Code Section 54954.2 (known as the Brown Act, or California Open Meeting Law).

Public Hearings

Members of the public may address the Commission on any item appearing on the agenda as a Public Hearing. The Commission may limit any person's input to a specified time. Written statements may be submitted in lieu of or to supplement oral statements made during a public hearing.

Agenda Materials

Materials related to an item on this agenda will be available on the Calaveras LAFCO website as noted below to the extent practicable and subject to staff's ability to post the documents prior to the meeting.

CALAVERAS COUNTY
LOCAL AGENCY FORMATION COMMISSION
SPECIAL MEETING AND REGULAR MEETING MINUTES
NOVEMBER 20, 2025

Commissioners Present:

Gary Tofanelli, County Member, Chair
Amanda Folendorf, County Member
Scott Behiel, City Member
Kara Scott, City Member
Kirk Smith, Special District Member
Tony Tyrrell, Special District Member
Jon Dashner, Special District Member Alternate
Anita Paque, Public Member, Vice Chair

Staff Present:

John Benoit, Executive Officer
Diane Severud, LAFCo Clerk
Amanda Urhammer, LAFCo Counsel via Zoom

Commissioners Absent:

Autumn Andahl, County Member Alternate
Michael Chimente, City Member Alternate

Others Present:

Holly Philpott via Zoom
Jennifer Larsen via Zoom

Chair Tofanelli opened the special meeting at 6:00 PM

Roll Call and Pledge of Allegiance.

The Commission adjourned to Closed Session at 6:05 PM.

1. **Closed Session: Personnel Matters (Section 54957(b)(1) Review and Discussion of Candidates for Executive Officer.** All, except Ms. Severud, Ms. Philpott and Ms. Larsen adjourned to closed session in the Administrative Conference Room to have general discussion and consideration of appointment of the new Executive Officer.
2. **Report Out of Closed Session.** The Commission would like Counsel to review the contract.

Chair Tofanelli re-opened the Special Meeting at 6:45 PM.

3. **Public Comment.** There was no public comment.
4. **Consider Approval of Minutes of September 22, 2025 and October 20, 2025.**

Motion: Scott

Second: Smith

Ayes: Tofanelli, Folendorf, Behiel, Scott, Smith, Tyrrell, Dashner and Paque

Nays: None

Abstain: None

THE MINUTES OF SEPTEMBER 22, 2025 AND OCTOBER 20, 2025 WERE APPROVED AS PRESENTED.

5. Authorize Payment of Claims for October 2025.

Motion: Tyrrell

Second: Biehiel

Ayes: Tofanelli, Folendorf, Behiel, Scott, Smith, Tyrrell, Dashner and Paque

Nays: None

Abstain: None

THE PAYMENT OF CLAIMS FOR OCTOBER 2025 WERE APPROVED.

6. Recruitment of Public Member Alternate. Mr. Benoit reported Ralph Copeland had resigned and suggested that recruitment for the position begin in January.

Motion: Paque

Second: Tyrrell

Ayes: Tofanelli, Folendorf, Behiel, Scott, Smith, Tyrrell, Dashner and Paque

Nays: None

Abstain: None

THE RECRUITMENT FOR THE PUBLIC MEMBER ALTERNATE WILL BEGIN IN JANUARY 2026.

7. Consider Appointment of Jennifer Stephenson as the New Executive Officer and Contract with Policy Consulting Associates. Counsel will review the contract already signed by Ms. Stephenson, send it back to Ms. Stephenson for signature and the signature by the Chair. The contract will be effective beginning January 1, 2026.

Motion: Tyrrell

Second: Behiel

Ayes: Tofanelli, Folendorf, Behiel, Scott, Smith, Dashner and Paque

Nays: None

Abstain: None

THE CONTRACT WITH JENNIFER STEPHENSON AND POLICY CONSULTING ASSOCIATES FOR THE POSITION OF EXECUTIVE OFFICER EFFECTIVE JANUARY 1, 2026 WILL BE REVIEWED BY COUNSEL AND THEN EXECUTED BY JENNIFER STEPHESON AND THE COMMISSION CHAIR.

8. Discussion regarding the CALAFCo Conference, October 21 through 24, 2025 and Present Tony Tyrrell with CALFCo's Outstanding Commissioner Award and Congratulate Anita Paque for Her Election to the CALAFCo Board of Directors and Being Appointed Their Secretary. Mr. Benoit presented Commissioner Tyrrell with the award and all congratulated him. A video of the conference presentation ceremony was played.. Ms. Paque was also congratulated on her election.

9. Retirement of John Benoit, Executive Officer, effective December 31, 2025 and acceptance of a 41-day written termination notice pursuant to Section IV of the Executive Officer's contract approved on February 22, 2005. Mr. Benoit has been the Executive

Officer for 21 years. He reported all the MSRs and SOIs have been completed and will now just need to be maintained. All the commissioners thanked him for his service and he was presented with gifts of appreciation.

10. Approve the 2026 Regular Calendar of Meetings.

Motion: Tyrrell

Second: Paque

Ayes: Tofanelli, Folendorf, Behiel, Scott, Smith, Dashner and Paque

Nays: None

Abstain: None

THE 2026 CALENDAR OF REGULAR MEETINGS WAS APPROVED.

11. Executive Officer's Report. Mr. Benoit reported he was contacted by CSDA regarding the current membership dues of \$1,360. He opined that the dues should be closer to \$500 due to the size of the Commission's budget. He suggested that either another Risk Management Group be contracted or to join the County's Plan. If a change is to be made, CSDA must be notified by March. Mr. Benoit also suggested that the LAFCo Fee Schedule be reviewed as the current fees are woefully inadequate and have not been reviewed for a long time. Lastly, he reminded the Commission that the Election of Officers will be held in January.

CHAIR TOFANELLI ADJOURNED THE MEETING AT 7:21 PM.

UPCOMING MEETINGS: January 26, 2026; 6:00 PM REGULAR MEETING

DATE APPROVED: _____ Gary Tofanelli, Chair

Calaveras LAFCo
LAFCo Claim Authorization Form

For
November and December 2025

Authorize payment of the following claims from the FY 25-26 Budget:

| | | |
|--------------|--------------------------|--------------|
| Dec. 1, 2025 | Staff Services Nov. 2025 | \$ 3,615.84 |
| Dec. 1, 2025 | SOI Updates | \$ 2,236.60 |
| Dec. 1, 2025 | CSDA Dues | \$ 750.00 |
| Jan. 1, 2026 | Staff Services Dec. 2025 | \$ 5,705.22 |
| | Total | \$ 12,307.66 |

Dated: January 26, 2026

Approved: January 26, 2026

Chair or Vice Chair
Calaveras Local Agency Formation Commission

Attest:

Jennifer Stephenson
Executive Officer

2025-2026

Calaveras LAFCO

City Fund 405 Dept 9001

| Item Account Number Total Budgeted | Comm Stipends 62001 | Insurance 62050 | Communications 62051 | Memberships 62052 | GenOfficeExp 62053 | Postage 62054 | copies 62055 | MSR 62057 | SOI 62058 |
|---------------------------------------------------|--------------------------------|----------------------------|---------------------------------|------------------------------|-------------------------------|--------------------------|-------------------------|----------------------|----------------------|
| Calafco dues 2025-2026 | \$ 6,600.00 | \$ 2,919.00 | \$ 1,200.00 | \$ 2,441.00 | \$ 1,850.00 | \$ 500.00 | \$ 1,500.00 | \$ 25,000.00 | \$ 20,000.00 |
| SDRMA Insurance 2025-2026 | | \$ (3,278.32) | | \$ (1,941.00) | | | | | |
| Payroll July 21, 2025 | \$ (500.00) | | | | | | | | |
| Staff Svcs July 2025 | | | \$ (122.00) | | \$ (172.89) | | \$ (15.00) | | \$ (3,756.40) |
| Streamline 25-26 | | | | | \$ (950.00) | | | | |
| Legal CHW 8#66271 | | | | | | | | | |
| Conf. Regist Calafco 6 total | | | | | | | | | |
| Payroll Aug 18, 2025 | \$ (600.00) | | | | | | | | |
| CCCLerk to the BOS Intrepting | | | | | | | | | |
| Staff SVCS August 2025 | | | \$ (122.00) | | | | \$ (55.00) | | \$ (3,533.96) |
| Valley Springs News Angels Vets | | | | | | | | | |
| Legal CHW #66751 | | | | | | | | | |
| Payroll Sept 28, 2025 | \$ (700.00) | | | | | | | | |
| Gary T Conf lodging reimb | | | | | | | | | |
| Staff Svcs Sept 2025 | | | \$ (122.00) | | \$ (99.99) | | \$ (30.00) | | \$ (2,532.80) |
| Vallley Springs News CCWD & Adams | | | | | | | | | |
| Oct 22, 2025 Payroll | \$ (600.00) | | | | | | | | |
| Staff Svcs Oct 2025 | | | \$ (125.00) | | | | \$ (20.00) | | \$ (1,969.20) |
| Legal CHW67650 | | | | | | | | | |
| Nov 20, 2025 Comm payroll | \$ (800.00) | | | | | | | | |
| Conf Reimb 25 Scott | | | | | | | | | |
| Cof Reimb 25 Smith | | | | | | | | | |
| Staff Svcs Nov 2025 | | | \$ (125.00) | | | | \$ (25.00) | | \$ (2,236.60) |
| Staff Svcs Dec 2025 | | | \$ (125.00) | | \$ (45.00) | \$ (2.44) | \$ (4.00) | | |
| CSDA Dues 2026 | | | | \$ (750.00) | | | | | |
| Total Expenses | \$ (3,200.00) | \$ (3,278.32) | \$ (741.00) | \$ (2,691.00) | \$ (1,267.88) | \$ (2.44) | \$ (149.00) | \$ - | \$ (14,028.96) |
| Total REMAINING | \$ 3,400.00 | \$ (359.32) | \$ 459.00 | \$ (250.00) | \$ 582.12 | \$ 497.56 | \$ 1,351.00 | \$ 25,000.00 | \$ 5,971.04 |

2025-2026

Calaveras LAFCO

City Fund 405 Dept 9001

| Ex. OFF. Svcs 62059 | City Fin Charge 62060 | Lgl Notices 62061 | Training 62062 | MileReimb 62063 | File Scanning 62058 | Travel 62064 | Legal 62065 | Spec. Dist Trai 62067 | Contingency 62066 | TOTAL BUDGET |
|--------------------------------|----------------------------------|------------------------------|---------------------------|----------------------------|--------------------------------|-------------------------|------------------------|----------------------------------|------------------------------|-------------------------|
| \$ 72,000.00 | \$ 3,600.00 | \$ 500.00 | \$ 8,000.00 | \$ 2,000.00 | \$ 6,000.00 | \$ 2,000.00 | \$ 2,500.00 | \$ - | \$ 15,861.00 | \$ 174,471.00 |
| | | | | | | | | | | \$ (1,941.00) |
| | | | | | | | | | | \$ (3,278.32) |
| | | | | | | | | | | \$ (500.00) |
| \$ (3,000.00) | | | | | | | | | | \$ (7,267.89) |
| | | | | | | | | | | \$ (959.00) |
| | | | | | | | \$ (877.50) | | | \$ (877.50) |
| | | | \$ (4,200.00) | | | | | | | \$ (4,200.00) |
| | | | | | | | | | | \$ (600.00) |
| | | | | | | | | | \$ (1,460.49) | \$ (1,460.49) |
| \$ (3,118.00) | | | | | | | | | | \$ (6,929.76) |
| | | \$ (24.00) | | | | | | | | \$ (24.00) |
| | | | | | | | \$ (585.00) | | | \$ (585.00) |
| | | | | | | | | | | \$ (700.00) |
| | | | | | | | | | | \$ - |
| \$ (3,000.00) | | | | | | | | | | \$ (5,885.59) |
| | | \$ (24.00) | | | | | | | | \$ (24.00) |
| | | | | | | | | | | \$ (600.00) |
| \$ (5,361.60) | | | \$ (1,806.10) | \$ (100.80) | | | | | | \$ (9,382.70) |
| | | | | | | | \$ (292.50) | | | \$ (292.50) |
| | | | \$ (1,345.12) | | | | | | | \$ (800.00) |
| | | | \$ (1,512.41) | | | | | | | \$ (1,345.12) |
| | | | \$ (257.84) | \$ (100.80) | | | | | | \$ (1,512.41) |
| \$ (3,107.20) | | | | \$ (100.80) | | | | | | \$ (5,852.44) |
| \$ (5,320.00) | | | | \$ (129.50) | | \$ (79.28) | | | | \$ (5,705.22) |
| | | | | | | | | | | \$ (750.00) |
| | | | | | | | | | | \$ - |
| | | | | | | | | | | \$ - |
| | | | | | | | | | | \$ - |
| \$ (22,906.80) | \$ - | \$ (48.00) | \$ (9,121.47) | \$ (734.30) | \$ - | \$ (79.28) | \$ (1,755.00) | \$ - | \$ (1,460.49) | \$ (61,472.94) |
| \$ 49,093.20 | \$ 3,600.00 | \$ 452.00 | \$ (1,121.47) | \$ 1,265.70 | \$ 6,000.00 | \$ 1,920.72 | \$ 745.00 | \$ - | \$ 14,400.51 | \$ 112,998.06 |

Exhibit “A”

CALAVERAS LAFCO
Amended Schedule of Fees
and Fee Deposits

1. All fee deposits are initial payments toward the total cost of processing and will be assessed to cover the cost of processing requests (project costs). Project costs are defined as staff time plus materials. Staff charge-out rates are listed below, and include personnel costs plus a percentage of Calaveras LAFCO’s administrative overhead costs. Materials include, but are not limited to, charges for advertisement of hearings, petition reviews, LAFCO meetings, contract staff and consultants as needed, as well as fees charged for project reviews by affected agencies. All applicants will be required to sign an agreement to pay and indemnification form and pay all required fee deposits and other agency costs prior to LAFCO processing a proposal.

2. A fee deposit will be charged at the time applications are received and applications will not be deemed filed without the signed “Agreement to Pay” form and payment of the fee deposit as outlined below:

| | |
|------------------------------------------|-------------|
| Annexation of a Single Family Dwelling | \$1,000.00 |
| Consolidation | \$2,000.00 |
| Dissolution | \$2,000.00 |
| District Formation | \$5,000.00 |
| Out of Agency Agreement Request | \$ 700.00 |
| Incorporation | \$15,000.00 |
| Annexation/Reorganization/Detachment | \$2,000.00 |
| Sphere of Influence Update w/ MSR | \$5,000.00 |
| Sphere of Influence Amendment w/o MSR | \$2,000.00 |
| Use of Latent Powers | \$1,000.00 |
| Other Actions including reconsideration) | \$ 700.00 |

Copies (staff reports, minutes, Public Records) actual cost = currently \$.06 each
 Agenda Subscription \$12.00 per year
 Staff Research and Studies Actual Project Cost
 Administrative fee deposits for consultants shall be ten-percent (10%) of the final contract amount. In addition, activity fee deposits for required staff or specialized consultant review of any study required of an applicant shall be twenty-percent (20%) of the final contract amount.

3. Charges for Staff time will be at the following rates:

| | |
|-------------------|------------|
| Executive Officer | \$75/hour |
| LAFCO Counsel | \$150/hour |
| Clerical | \$35/hour |

4. State Board of Equalization, County of Calaveras, Environmental Review, State Controller's Office and the Department of Fish and Game fees (if applicable) will be paid by the applicant. Recording, engineering and surveying fees will be the responsibility of the applicant. Applicants are responsible for paying the costs of mailing labels of property owners and registered voters within the project area and within 300 feet of the proposed project boundaries.
5. The Commission, upon a finding that such action would be in the public's interest and/or necessary for health and safety reasons, may waive fees partially or in total. Requests for fee waivers must be submitted in writing to the Commission noting such compelling reasons for a fee waiver. The Executive Officer shall not waive fees.
6. Staff time will be monitored against the deposit on file with LAFCO; if the cost of processing an application reaches 90% of the deposited amount, additional deposits will be required.
7. All final bills shall be paid by the applicant prior to the filing of the Certificate of Completion or during other times during the LAFCO process as deemed appropriate by the Executive Officer.
8. Charges for the reconsideration of a LAFCO determination are the responsibility of the requesting party.
9. Fee deposits with LAFCO, which exceed the cost of processing the application by \$25 or more, will be refunded after LAFCO completes its final filings.
10. LAFCO will also charge its pre-application staff time spent reviewing environmental and other documents and participating in the process as the lead or responsible agency, as part of its processing costs.
11. If a LAFCO application is withdrawn any time prior to the completion of proceedings, the unused portion of the initial fee deposit (s) received by LAFCO (deposit less any expended staff time and project expenses) will be returned to the persons paying the initial fee deposit upon receipt of a letter of withdrawal.

**OPENING FOR CITIZENS TO SERVE AS THE PUBLIC MEMBER AND
PUBLIC MEMBER ALTERNATE ON
THE LAFCO COMMISSION**

The Calaveras Local Agency Formation Commission (LAFCO) has an opening for Calaveras County citizens to serve as a Public Member or Public Member Alternate. LAFCO is an independent agency created by state legislation to ensure that changes in governmental organization occur in a manner, which provides efficient, quality services and preserves open space and agricultural land resources. LAFCO is charged with applying the policies and provisions of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 in its decisions regarding annexations, incorporations, reorganizations, and other changes of local government. LAFCO's webpage www.calaveraslafco.org


LAFCO meets on the third Monday of every other month, as needed in the Board of Supervisor's chambers in San Andreas. LAFCO members receive a \$100.00 meeting stipend.

The appointment is for public member and one public member alternate who reside anywhere within Calaveras County including within the city limits of the City of Angels Camp to sit on the Commission for a four-year term that expires May 2030. A public member and alternate must be able and available to regularly attend Commission meetings and (or) hearings. No officer or employee of the county or any city or district within Calaveras County is allowed to sit as a public member on the Commission. All public Commission members, as well as other Commissioners, are required to file an annual Statement of Economic Interests.

If you are interested, we invite you to send a letter or email describing your background and reasons for wanting to become the selected Public Member or Alternate to serve on the Calaveras Local Agency Formation Commission no later than **March 9, 2026**. If you have any questions, please do not hesitate to call Jennifer Stephenson, Executive Officer at (310)936-2639 or email jennifer@pcateam.com. Please email your letter of interest describing your background to Calaveras LAFCO at jennifer@pcateam.com. Potential applicants will be invited to LAFCo's **March 16, 2026** LAFCO meeting for an interview with the Commission.

Dated: January 20, 2026

Calaveras LAFCO
Jennifer Stephenson
EXECUTIVE OFFICER

From: Michael Meyer michaelm@csga.net 
Subject: Re: Dues Renewal for LAFCO of Plumas County
Date: October 21, 2025 at 6:34 PM
To: Jennifer Stephenson jennifer@pcateam.com, John Benoit j.benoit4@icloud.com, larkynfeiler@gmail.com
Cc: Cassandra Strawn cassandras@csga.net

Hello Jennifer, John, and Larkyn,

Thank you for reaching out and for your patience while our team discussed this internally. Our eventual goal is to make dues equitable for all 27 LAFCOs currently in CSGA membership (as well as any future members), as none of the other 24 agencies receive any annual dues reductions. However, we acknowledge that a large unforeseen year-over-year adjustment can result in the budgetary challenges that you brought up.

While we would like to maintain the long-term objective of reconciling all dues to the appropriate dues category, our team has proposed a more incremental, 5-year timeline to implement those changes, with the 2026 dues being reduced to \$750/agency. I'd be happy to continue the conversation to find a solution that works, as well as to discuss any additional CSGA benefits that might help to offset membership costs, such as the 30% discount on Streamline websites the agencies currently receive for being members (which might already come close to offsetting that whole dues amount).

I also did some research through each LAFCO's budgets online and determined that all 3 LAFCOs would qualify for our Associate Category #1 at \$1,398 rather than the Category #2 \$1,872 number listed on a couple of the invoices.

Also included on this email is CSGA's Chief Member Services and Communications Officer Cassandra Strawn. We appreciate your membership and welcome continued openness and discussion regarding your concerns.

Have a great evening,

Michael Meyer

Senior Member Services Specialist

Join us for the [CSGA Board Secretary / Clerk Conference](#)
October 27 – 29, 2025 in Santa Rosa

California Special Districts Association
1112 I Street, Suite 200
Sacramento, CA 95814
877.924.2732 office
www.csga.net

A Proud California Special Districts Alliance Partner.
California Special Districts Association
Special District Risk Management Authority
CSGA Finance Corporation



From: Jennifer Stephenson <jennifer@pcateam.com>
Date: Friday, October 17, 2025 at 4:27 PM
To: Michael Meyer <michaelm@csda.net>
Cc: John Benoit <j.benoit4@icloud.com>, larkynfeiler@gmail.com
<larkynfeiler@gmail.com>
Subject: Re: Dues Renewal for LAFCO of Plumas County

Hi Michael,

I have to say the same as Executive Officer John Benoit... Plumas LAFCo has been paying \$500 per year to be a member of the CSDA. Which was the amount LAFCo and the CSDA have agreed. Now the bill has more than tripled for the membership to \$1,872. This is a significant amount. I am not sure we will be able to pay that amount since we did not budget for it this fiscal year. We request the amount for your membership remain the same at \$500.00 for this year and in the future as previously agreed upon. Should the CSDA desire to raise the dues it may be much less expensive to go with another provider. Let us know by February or March of each year so we can consider options in upcoming budgets.

Sincerely,
-Jennifer



Accessible Document Service Proposal

Transform Your PDFs into Fully Accessible, Searchable, and Translatable Documents

PREPARED FOR

Calaveras LAFCo

Administrator

Calaveras LAFCo

your-email@example.com

PREPARED BY

Yennifer Herschelman

Account Manager

DocAccess by Streamline Software

yenni@getstreamline.com

(916) 900-6619

Executive Summary

Calaveras LAFCo faces a critical deadline for PDF accessibility compliance. After analyzing **179** links across its web properties, the DocAccess tool discovered **169** documents containing approximately **4,000** pages. With this agreement, DocAccess will ensure **all current and future documents on cl.specialdistrict.org** are served in an accessible format. Traditional remediation of all these documents would cost approximately **\$28,000** or could take **17 weeks** of dedicated staff time.

DocAccess offers an immediate, cost-effective solution at just **\$200 per month** – that's **91%** less than traditional remediation in the first year alone, with instant deployment and ongoing compliance.

The Accessibility Challenge

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- ✓ Meeting WCAG 2.1 AA standards for all PDF documents

- ✓ Providing equal access to information for all users

- ✓ Avoiding costly lawsuits and compliance penalties

- ✓ Serving your community's **15-20%** of residents with disabilities

- ✓ **Supporting your non-English-speaking residents by making key LAFCo documents more accessible to community members who speak Spanish and other languages at home, as indicated by recent Census and American Community Survey data for Calaveras County (Census.gov, data.census.gov).**

The DocAccess Solution

DocAccess transforms your existing PDFs into fully accessible documents without changing your files or website structure. Our cloud-based solution provides:



Instant Accessibility

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DocAccess is built on industry-leading standards and partnerships:

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- ✓ Continuous improvement through user feedback

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Quick Installation (15 minutes)

1

Add one line of code to your website - similar to Google Analytics. Works with any CMS or platform.

Automatic Processing (24 hours)

2

DocAccess scans and processes all your PDFs, creating accessible versions without touching your original files.

Go Live & Stay Compliant

3

Your PDFs are now fully accessible. New documents are processed automatically. Full dashboard for monitoring.

Investment & Value

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What's Included:

- ✓ Unlimited document views and downloads
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- ✓ Regular accuracy reviews by experts
- ✓ No setup fees or hidden costs
- ✓ Flexibility to change plans anytime

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How quickly can we be compliant?

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What about documents on external sites we link to?

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Is this solution legally compliant?

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This Software as a Service Agreement ("Agreement") is entered into on **February 11, 2026**, between Streamline Software Incorporated ("Provider") and **Calaveras LAFCo** ("Customer").

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- Automated document accessibility compliance
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- 24/7 live visual interpretation services
- Compliance monitoring and reporting

Terms

- **Subscription: Essentials Plan - all current and future documents on cl.specialdistrict.org pages**
- **Fee: \$2,400 per year (\$200 per month)**
- **Billing Cycle: Every year, beginning February 2026**
- **Payment Terms: Net 45**
- **Contract Term: 1-year commitment** - enjoy our price lock guarantee for the duration of the contract term.
- **Price Protection:** Your price stays fixed during your subscription term, even if you increase usage up to 200% of your original page count. This flexibility supports public organizations' ability to communicate freely and maintain transparency.

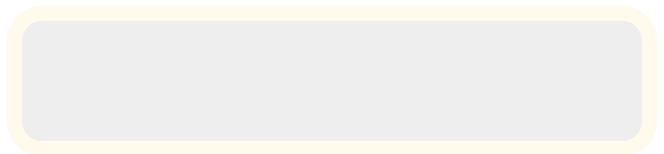
This Agreement incorporates the DocAccess Terms of Service available at docaccess.com/terms-of-service

Streamline Software, Inc.



Name: Mac Clemmens
Title: CEO
Date: February 11, 2026

Calaveras LAFCo



Name: Calaveras LAFCo
Title: Administrator
Date: February 11, 2026

W-9 available at getstreamline.com/w9 | Fed Tax ID: 26-3341975



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**

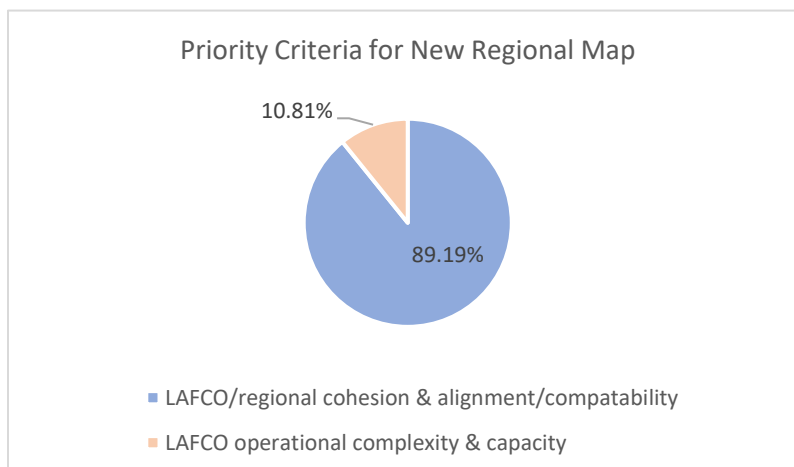
Dear Member LAFCO Executive Officers,

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

We truly appreciate your continued support and active input.

Sincerely,

CALAFCO Transition Team & Regional/Board Restructure Working Group

–

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

| North Bay | | | South Bay | | |
|------------------|------------------|------------------|------------------|------------------|------------------|
| | 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 | | | |
| | | | | | |
| | 2,502,210 | 2,029,603 | | 5,145,804 | 2,800,000 |

| North Coast | | | Cascade-Sierras | | |
|--------------------|----------------|----------------|------------------------|----------------|----------------|
| | 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 |
| | | | | | |
| | 556,945 | 556,945 | | 947,356 | 947,356 |

| Sacramento Valley | | | San Joaquin Valley | | |
|--------------------------|------------------|------------------|---------------------------|------------------|------------------|
| | 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 |
| | | | | | |
| | 2,346,724 | 1,435,493 | | 4,420,359 | 3,757,597 |

| Central Coast | | | Inland Desert | | South Coast | | | |
|----------------------|------------------|------------------|----------------------|------------------|--------------------|-------------|-------------------|------------------|
| | 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 | | | | | | |
| | | | | | | | | |
| | 2,329,586 | 2,194,159 | | 4,944,423 | 1,600,209 | | 16,226,413 | 2,100,000 |

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

Subject: Feedback and Alternate Proposal on Draft Regional Map Revision and Proposed Board Structure

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

Thank you for the opportunity to provide feedback on the Draft Regional Map Revision and the proposed Board structure. We appreciate the time, data analysis, and collaborative effort that the Working Group has undertaken as part of CALAFCO's broader transformation process. The intent to improve regional cohesion and governance effectiveness is clear, and we offer the following comments and alternate proposal in the spirit of strengthening the proposal and ensuring it serves the full and diverse membership of CALAFCO.

1. Clarification of Purpose and Problem Statement

At present, it is unclear what specific problem(s) the proposed regional map and Board structure are intended to solve. While the memo references regional cohesion, alignment, and operational capacity, the connection between these goals and the specific regional breakdown is not fully articulated. Beyond population metrics, additional justification would be helpful to explain why these particular regional configurations best advance CALAFCO's stated objectives. Clarifying the core aim of the map would help members better evaluate whether the proposal achieves its intended outcomes.

2. Representation of the Cascade–Sierra Region

The proposal to allocate a single Board member to the Cascade–Sierra region, which encompasses 13 counties spread across a vast geographic area, raises significant concerns. This region includes counties with distinct challenges, operational contexts, and travel constraints. Expecting one representative to adequately engage with, represent, and communicate the needs of such a large and diverse region appears to be an unrealistic lift for any individual and risks underrepresentation of those member LAFCOs.

3. Equity of Regional Representation

The proposed Board structure results in unequal representation among regions, largely driven by population. While population is an important factor, CALAFCO is not solely a population-based organization. Rural and less-populated counties face unique service, governance, and capacity challenges that warrant an equal voice at the Board level. Basing representation primarily on population risks limiting the influence of rural counties and may unintentionally diminish statewide balance and equity.

4. Potential Secondary Uses and Unintended Consequences

There is concern about how this new regional map may be used beyond Board representation. Specifically, members may reasonably question whether the map could later be used to inform other decisions, such as annual dues or resource allocation. While the memo notes that dues restructuring is outside the scope of the Working Group, the inclusion of population caps and dues-related data raises questions about potential unintended consequences. Greater clarity and guardrails around future use of the map would be helpful.

5. Executive Officers Serving on the Board

Allowing Executive Officers to serve as regional Board members also raises governance concerns. Executive Officers, by virtue of their roles, possess deep institutional knowledge and are paid staff who can dedicate significant time to CALAFCO matters. While their expertise is valuable, there is a risk that EO participation could unintentionally dominate Board composition, discussions, and decision-making. Consideration should be given to limiting EO Board participation and designating any such positions as at-large roles serving the interests of the entire state rather than specific regions.

Alternate Proposal

In the spirit of addressing the concerns outlined above and offering a constructive path forward, the following proposal is intended to respond directly to several of the identified issues—particularly those related to representational equity, geographic scale, and the practical workload placed on individual Board members. Rather than merely highlighting challenges, this alternative framework seeks to build on the Working Group’s objectives by refining the regional structure in a way that better balances counties, commissioners, and governance capacity, while preserving statewide perspective and institutional expertise.

Purpose

This proposal recommends modifying the Draft Regional Map by dividing the proposed Cascade–Sierra region into two distinct regions—**Cascade–Sierra** and **Foothills**—in order to improve representational equity, governance effectiveness, and workload balance for Board members.

Background

As currently proposed, the Cascade–Sierra region encompasses 13 counties spread across a vast geographic area with significant differences in operational context, travel distances, and local issues. Representing this region with a single Board member places an unrealistic burden on that individual and risks limiting meaningful engagement with member LAFCOs.

In addition, analysis of county counts, commissioner representation, and geographic scale (as shown in the attached spreadsheet) demonstrates that the current configuration creates a disproportionate representation imbalance compared to other regions.

Proposed Regional Structure

1. Cascade–Sierra Region

The following counties would constitute the revised Cascade–Sierra region:

- Modoc
- Lassen
- Plumas
- Sierra
- Nevada
- Placer

2. Foothills Region

A new Foothills region would be established, consisting of:

- El Dorado
- Amador
- Calaveras
- Alpine
- Tuolumne
- Mariposa
- Mono

This split results in two regions with more comparable:

- Number of counties
- Number of LAFCO commissioners represented
- Geographic scope and travel demands

Board Representation Model

Under this proposal:

- Each of the regions would elect **one Board member**, and
- **Only LAFCO Commissioners** would serve as regional Board representatives.

To balance regional representation with statewide operational expertise:

- **Four (4) Executive Officers would be elected at-large** to serve on the Board, representing the interests of the entire state rather than any single region.

This results in a **14-member Board**, structured as follows:

- 10 regional Board members (one from each region)
- 4 at-large Executive Officer Board members

Benefits of This Approach

- **Improved Equity:** Reduces extreme disparities in counties and commissioners represented per Board seat.
- **Realistic Workload:** Creates regions that are manageable in size, geography, and engagement expectations.
- **Balanced Governance:** Preserves the value of Executive Officer expertise without allowing regional dominance.
- **Clear Accountability:** Ensures regional Board members are directly accountable to commissioners, while EOs serve a statewide advisory and governance role.

Conclusion

Splitting the proposed Cascade–Sierra region into Cascade–Sierra and Foothills strengthens the overall regional model, aligns representation more closely with CALAFCO’s diverse membership, and supports a more functional and equitable Board structure. This approach

directly addresses concerns raised by members while remaining consistent with the broader goals of CALAFCO's transformation effort.

Thank you for considering this proposal as part of your ongoing work.



Jennifer Stephenson, Executive Officer
Calaveras LAFCo



Brandon Pangman, Executive Officer
Sierra LAFCo



Jennifer Stephenson, Executive Officer
Lassen LAFCo



Kevin Goss, CALAFCO Board Member
Northern Region (Plumas LAFCo)



Jennifer Stephenson, Executive Officer
Modoc LAFCo



Paul Minchella, CALAFCO Board Member
Northern Region (Modoc LAFCo)



Jennifer Stephenson, Executive Officer
Plumas LAFCo



Anita Paque, CALAFCO Secretary
Central Region (Calaveras LAFCo)



Jennifer Stephenson, Executive Officer
San Benito LAFCO

From: Michelle McIntyre mmcintyre@calafco.org
Subject: Update on the Regional and Structure Working Group - Items for the Feb 23 CALAFCO Business Meeting
Date: January 15, 2026 at 3:01 PM
To: eo eo@calafco.org

MM

Dear Executive Officers,

I am writing to provide a brief update on the CALAFCO Regional and Board Structure Working Group (Working Group) and to confirm which items will be brought forward for member consideration at the February 23 Special Business Meeting.

As background, the CALAFCO Board established the Working Group in July 2025 in response to its consultant's recommendations, with clear direction that the membership be meaningfully engaged before any governance or regional changes were advanced.

Last month, member and non-member LAFCOs, as well as Associate Members, were invited to provide feedback on a set of preliminary concepts. The Working Group received thoughtful input from approximately 24 member LAFCOs, and we also received comments from several non-member LAFCOs. The concepts presented included a proposed nine-region map, potential adjustments to Board representation by region, limits on Board representation per LAFCO, eligibility for Executive Officers to serve on the CALAFCO Board, and the elimination of existing Board "seat types."

That feedback showed clear and consistent support for two items: making Executive Officers eligible to serve on the CALAFCO Board and eliminating the current Board "seat type" structure. Other elements—particularly the proposed regional map, the number of Board members per region, and limits on representation—raised important questions and concerns and did not reflect the same level of consensus.

Based on this feedback, the Working Group concluded that Executive Officer eligibility and the elimination of seat types are ready for direct consideration by the membership. Accordingly, members will be asked at the February 23 Special Business Meeting to consider a single proposed amendment to the CALAFCO Bylaws addressing only those two provisions as one item. These provisions are being advanced together to ensure that Executive Officers may be eligible to serve on the Board, as there is no "Executive Officer seat type." If approved, the changes would take effect with the October 2026 Board elections. **Also, if approved, the four Regional Executive Officers would no longer serve as Board members after the election.**

The February 23 meeting will also include an *informational update on the broader regional and governance restructuring effort. No action will be requested on those items at that time.*

Additional outreach and discussion will continue. Time has been set aside at the

Additional outreach and discussion will continue. Time has been set aside at the upcoming Staff Workshop in Pismo Beach (May 6–8) for a dedicated General Session on these topics, followed by a Working Group meeting. The intent is to continue listening, refining concepts, and sharing information well in advance of any future decision points. At this stage, the Working Group anticipates bringing forward a proposed regional map and related governance structure for membership consideration at the October 2026 Business Meeting.

The Working Group's approach, consistent with the Board's, remains deliberate and phased—proceeding where there is clear agreement while allowing adequate time to discuss broader structural questions.

Thank you for your time and thoughtful input. Please don't hesitate to reach out if you have any questions or would like additional clarification.

Sincerely,
Michelle