



COMMISSIONERS

Maureen Mulheren
Chair
County Member

Gerald Ward
Vice Chair/Treasurer
Public Member

Madeline Cline
County Member

Gerardo Gonzalez
City Member

Candace Horsley
Special District Member

Mari Rodin
City Member

Susan Mahoney
Special District Member

Bruce Alfano
Alternate Public Member

Barbara Burkey
Alternate City Member

Adam Gaska
Alternate Special District Member

John Haschak
Alternate County Member

STAFF

Executive Officer
Uma Hinman

Analyst
Larkyn Feiler

Clerk/Analyst
Jen Crump

Counsel
Marsha Burch

REGULAR MEETINGS

First Monday of each month
at 9:30 AM in the
Mendocino County Board of
Supervisors Chambers
501 Low Gap Road, Ukiah

AGENDA

Executive Committee Meeting

Wednesday, July 29, 2026 at 2:00 p.m.

Location

**Ukiah Valley Conference Center – Chardonnay Room
200 South School Street, Ukiah, CA 95482**

Meeting Format and Public Participation

The Mendocino Local Agency Formation Commission will conduct this meeting in a hybrid format, allowing both in-person and remote (video or telephone) participation by the public and staff, pursuant to Government Code section 54953. Unless otherwise authorized under AB 2449, Commissioners will attend the meeting in person at the location identified above.

Remote Participation Instructions

Join Meeting Live:

Please click the following Zoom link below to join the meeting or utilize the telephone option for audio only.

1. Zoom meeting link: <https://us02web.zoom.us/j/88412117520>
2. Telephone option (audio only):
Dial: **(669) 444-9171** (*Please note that this is not a toll-free number*)
Meeting ID: **884 1211 7520**

Public Comment Options:

Public participation is encouraged. Public comments may be submitted in the following ways:

1. Live: during the meeting via Zoom or telephone
2. Email: eo@mendolafco.org (by 9:00 a.m. on the day of the meeting)
3. Mail: Mendocino LAFCo, 200 S. School Street, Ukiah, CA 95482

All comments received will be provided to the Commission for consideration during the meeting.

Providing Live Public Comment

- Zoom participants: Use the *Raise Hand* feature under “Reactions.” When joining the meeting, please enter your name so you can be identified when called upon.
- Telephone participants (audio only): Press *9 to raise your hand and *6 to unmute. When it is your turn to speak, you will be identified by the last four digits of your phone number (if available) and asked to state your name for the record.

*All regular meetings are live-streamed and recorded and are available on the [Mendocino County YouTube Channel](#).
Links to meeting documents and approved minutes are available on the [LAFCo website](#).*

1. CALL TO ORDER and ROLL CALL

Chair Maureen Mulheren, Vice Chair/Treasurer Gerald Ward, Commissioner Rodin

2. PUBLIC EXPRESSION

The Committee welcomes participation in the Executive Committee meeting. Any person may address the Committee on any subject within the jurisdiction of LAFCo which is not on the agenda. There is a three-minute limit and no action will be taken at this meeting. See public participation information above.

3. MATTERS FOR DISCUSSION AND POSSIBLE ACTION

3a) Approval of April 20, 2026 Executive Committee Minutes

3b) Designate Voting Delegate for CALAFCO Annual Business Meeting

The Executive Committee will appoint a voting delegate and alternate for the October 22, 2026 CALAFCO Annual Business Meeting in Sacramento, CA.

3c) Draft Fiscal Year 2025-26 Financial Report

The Executive Officer will present a draft year-end financial report for fiscal year 2025-26 to the Executive Committee for review and discussion.

3d) Work Plan Implementation

The Executive Officer will present a report to the Executive Committee on status and implementation of the FY 2026-27 Work Plan.

4. INFORMATION AND REPORT ITEMS

4a) Executive Officer Report

ADJOURNMENT

The next Regular Commission Meeting is scheduled for Monday, **September 14, 2026** at 9:30 AM in the County Board of Supervisors Chambers at 501 Low Gap Road, Ukiah.

Notice: This agenda has been posted at least 72 hours prior to the meeting and in accordance with the Brown Act Guidelines and GOV 54953, including rules for teleconferencing.

Participation on LAFCo Matters: All persons are invited to testify and submit written comments to the Commission on public hearing items. Any challenge to a LAFCo action in Court may be limited to issues raised at a public hearing or submitted as written comments prior to the close of the public hearing.

Americans with Disabilities Act (ADA) Compliance: Commission meetings are held via a hybrid model – the in-person option held in a wheelchair accessible facility and also by teleconference. Individuals requiring special accommodations to participate in this meeting are requested to contact the LAFCo office at (707) 463-4470 or by e-mail to eo@mendolafco.org. Notification 48 hours prior to the meeting will enable the Commission to make reasonable arrangements to ensure accessibility to this meeting. If attending by teleconference, if you are hearing impaired or otherwise would have difficulty participating, please contact the LAFCo office as soon as possible so that special arrangements can be made for participation, if reasonably feasible.

Fair Political Practice Commission (FPPC) Notice - Campaign Contribution Disclosure: If you are an applicant or agent of an applicant on a matter to be heard by the Commission and if you have made campaign contributions totaling \$500 or more to any Commissioner in the past 12 months, Government Code Section 84308 requires that you disclose the fact, either orally or in writing, for the official record of the proceedings.



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STAFF

Executive Officer
Uma Hinman

Senior Analyst
Larkyn Feiler

Clerk/Analyst
Jen Crump

Counsel
Marsha Burch

REGULAR MEETINGS

First Monday of each month
at 9:30 AM in the
Mendocino County Board
of Supervisors Chambers
501 Low Gap Road, Ukiah

Agenda Item 3a

DRAFT

Executive Committee Meeting Minutes

Hybrid Meeting of Monday, April 20, 2026, 11:30 a.m.
Ukiah Valley Conference Center, Chardonnay Room
200 South School Street, Ukiah, California 95482

1. CALL TO ORDER and ROLL CALL

Chair Mulheren called the meeting to order at 11:33 a.m.

Members Present: Chair Mulheren, Vice Chair/Treasurer Ward, Commissioner Rodin

Staff Present: Uma Hinman, Executive Officer; Jen Crump, Clerk/Analyst; Marsha Burch, Legal Counsel

2. PUBLIC EXPRESSION

None

3. MATTERS FOR DISCUSSION & POSSIBLE ACTION

3a) Approval of March 13, 2026 Executive Committee Minutes

Upon motion by Commissioner Ward and second by Commissioner Rodin, the March 13, 2026 Executive Committee Meeting Minutes were approved unanimously.

3b) Mendocino Coast Recreation and Park District

Executive Officer (EO) Hinman reported that in 2025, LAFCo implemented a Memorandum of Understanding (MOU) with Mendocino Coast Recreation and Park District (MCRPD/District) to fund the preparation of a LAFCo Municipal Service Review (MSR). In December of 2025, the Commission received a request from MCRPD for an expanded MSR scope outside of LAFCo's standard MSR analyses. Dave Shpak, the MCRPD Board Chair, provided public comment at the Commission's April 6th regular meeting. The Commission directed the request to the Executive Committee to review and develop a recommendation for the Commission's consideration.

Mr. Shpak gave a brief history of the District and the changes its undergone since its last MSR prepared in 2008. Mr. Shpak further noted that the District is seeking an objective framework to determine the fiscal impact and consequences of the 45 percent tax allocation with the City of Fort Bragg.

The following discussion points and questions were raised by the Executive Committee:

Commissioner Rodin:

- Requested clarification on whether the District maintained records of the Board of Directors meeting materials at the time the 2012 tax sharing agreement was adopted. Mr. Shpak said there is no record of the rationale or fiscal impact analysis of the 45 percent tax allocation agreement.
- Requested clarification on why it would be helpful for the District to know where funding comes from versus understanding what the revenues are.

- Suggested the District solicit input from residents within its service to gauge what facilities and programming the community wants.

Commissioner Ward:

- Upon inquiry, Mr. Shpak responded that the MSR process would end with unresolved questions if the MSR scope cannot be expanded, noting that the District doesn't have the technical capacity or staff support for the requested level of analysis.
- Inquired upon MCRPD's working relationship with the City of Fort Bragg and whether MCRPD seeks to amend the tax sharing agreement. Mr. Shpak responded that the District is not interested in withdrawing from the agreement.
- Requested clarification on what would happen to the 77-miles of service area if the District were no longer able to serve it.

Chair Mulheren:

- Noted that it's unclear if MCRPD can afford to take over Bower Park.
- Requested clarification on how obtaining tax rate area data analysis would change the current knowledge about the District's financial performance and whether it would change how services are being delivered.

The following comments were made by members of the public:

Tess Albin-Smith, Fort Bragg City Council Member:

- Commented that Measure A was a tax measure formally voted on by Fort Bragg residents.
- Noted that the Center was beyond MCRPD's capacity to manage, and the City of Fort Bragg took it over under the agreement that the City would assume all its responsibilities.
- Noted that after the City took over the C.V. Starr Aquatic Center, it formed a Parks and Recreation Department to expand its parks and facilities.
- Commented that MCRPD almost went bankrupt and the City helped them by taking over the C.V. Starr Aquatic Center and the Highway 20 property.
- Commented that the City relies on the 45 percent tax allocation funding to sustain its operations and is working to function effectively and keep programs running, noting that there's no redundancy of services with MCRPD.

Moneque Wooden, Senior Manager of C.V. Starr Aquatic Center:

- Commented that she has worked for MCRPD and managed the C.V. Starr Aquatic Center from 2017-2023, noting a long history with the community and the Center.
- Commented that the C.V. Starr Aquatic Center draws approximately 11,000 attendees, with customers from across the Mendocino coast and inland communities. Both nonresident and resident rates are offered depending on whether visitors live within MCRPD boundaries.
- Commented that the Center employs people outside of Fort Bragg, as far as Westport.
- Provided historical context on the establishment of MCRPD and the legacy of the C.V. Starr Aquatic Center; MCRPD was formed in 1973 to build the Center with the encouragement of the City of the Fort Bragg, who recommended it become a special district to secure funding.
- Questioned why redistricting hasn't been considered.
- Noted that the C.V. Starr Aquatic Center required millions of dollars in capital improvements.
- Recommended that LAFCo coordinate with past MCRPD board members for more information.

Marcia Rafanan, Fort Bragg City Council Member:

- Commented that Measure A was formally voted on by taxpayers for the C.V. Star Aquatic Center.
- Requested clarification on the conversations surrounding Measure A and Bower Park.

Kylie Felicich, MCRPD General Manager:

- Commented that this MSR has caused considerable concern for the City of Fort Bragg, but the MSR will not affect the existing 45 percent tax sharing agreement.
- Noted that it's important to MCRPD that this MSR is completed.
- Commented that the District is performing exceptionally well, noting financial improvements and program growth since 2023.

Isaac Whippy, Fort Bragg City Manager:

- Commented that the Center serves the entire Mendocino coast, not just the City of Fort Bragg.
- Noted that to strengthen this role, the City has formed a dedicated Parks and Recreation Department to better facilitate facilities, programming, and community events. Its intention is not to compete with MCRPD but to complement it.
- Questioned what the property tax information and analysis would change, and that the C.V. Starr Aquatic Center is a regional asset, funded regionally, and is serving the entire District.
- Commented support for MCRPD seeking deeper fiscal analysis, but that it shouldn't require expanding the MSR beyond its intended purpose.

EO Hinman reported that staff has requested data broken out by school district from the County's Auditor's Office, which was incorporated into the MSR's Finance section. Mr. Shpak indicated support for this approach, noting that the school district level property tax revenue would be helpful in supporting the MSR. Mr. Shpak further requested that the MSR include information and findings on what additional studies would be needed for the District to fully understand its funding sources and how to best serve its service area.

Chair Mulheren recommended that the District reach out to entities that EO Hinman listed in her scope of work letter. The Committee directed staff to present the Workshop draft of the MSR at a future Commission meeting.

3c) City of Fort Bragg Letter for the Record

EO Hinman reported that staff received a comment letter from the City of Fort Bragg for the public record; the letter is available on the "Meeting" webpage of the LAFCo website.

4. INFORMATION AND REPORT ITEMS

4a) Executive Officer Report

None

ADJOURNMENT

There being no further business, the meeting was adjourned at 12:48 p.m.



STAFF REPORT

Agenda Item No. 3b	
MEETING DATE	July 29, 2026
MEETING BODY	Mendocino Local Agency Formation Commission Executive Committee
FROM	Uma Hinman, Executive Officer
SUBJECT	Designate Voting Delegate for CALAFCO Annual Business Meeting

RECOMMENDED ACTION

The Executive Committee will designate a voting delegate and alternate for the 2026 CALAFCO Regional Caucus and Annual Business Meeting to be held October 22, 2026.

BACKGROUND

The 2026 California Association of Local Agency Formation Commissions (CALAFCO) Annual Conference is scheduled for October 21-23, 2026, in Sacramento. The CALAFCO Board elections are held during the Annual Business meeting on October 22nd during the conference. See Attachment for more information.

Each CALAFCO Member LAFCo is responsible for designating one Voting Delegate and may also designate one Alternate Voting Delegate to represent the Member LAFCo during the CALAFCO Board of Directors election.

The Voting Delegate and Alternate Voting Delegate must be an Officer of the Member LAFCo designated in writing by the Member LAFCo. Under the CALAFCO Bylaws, an Officer of a Member LAFCo includes a regular Commissioner, alternate Commissioner, Executive Officer, Deputy Executive Officer, Legal Counsel, or Deputy Legal Counsel.

The Voting Delegate is authorized to cast the Member LAFCo's ballot during the Regional Caucus Election. If the designated Voting Delegate is unable to serve, the Alternate Voting Delegate may vote in their place.

ATTACHMENT

- (1) CALAFCO Board of Directors Election Packet

DATE: July 1, 2026

TO: CALAFCO Member LAFCOs

FROM: Michelle McIntyre, Interim Executive Director

SUBJECT: 2026 CALAFCO Board of Directors Election Now Open

CALAFCO is pleased to announce that the **2026 Board of Directors election is now open.**

This year's election marks the implementation of the updated Board structure approved by the membership in February 2026 and begins the transition to staggered Board terms.

The following changes apply to the 2026 election:

WHAT'S NEW FOR THE 2026 ELECTION

- All Board seats will be open for election.
- Board seat type distinctions have been eliminated.
- Executive Officers are eligible to serve as Board members if elected.
- Candidates must declare whether they are running for a one-year term or a two-year term.
- Candidates may only run for one term category.

ELECTION OVERVIEW

Each region will elect four (4) members to the CALAFCO Board of Directors. To stagger terms, two positions in each region will serve an initial one-year term, and two will serve an initial two-year term.

Regional caucus elections will be held during the 2026 CALAFCO Annual Conference in Sacramento on Thursday, October 22, 2026, beginning at 8:00 a.m.

Candidates nominated during the nomination period will appear on the ballot in the order their completed nomination forms are received. Additional nominations may be accepted from the floor during the regional caucus in accordance with the CALAFCO Policies & Procedures.

Voting delegates, absentee ballots, and all election procedures will be conducted in accordance with the CALAFCO Policies & Procedures. A majority vote is required. If no candidate receives the required majority, runoff elections will be conducted in accordance with the CALAFCO Policies & Procedures.

KEY ELECTION DATES:

- **Nomination Period Opens:** Wednesday, July 1, 2026
- **Nomination Deadline:** No later than 5:00 p.m. on Friday, September 4, 2026
- **Voting Delegate Names Due:** No later than 5:00 p.m. on Friday, September 4, 2026
- **Candidate Orientation (virtual):** 10:00 a.m. on Thursday, September 10, 2026.
- **Electronic/Absentee Ballot Deadline:** No later than 5:00 p.m. on Tuesday, September 22, 2026.
- **Election Committee Report Released:** Thursday, October 8, 2026
- **Regional Caucus Elections:** Thursday, October 22, 2026, at 8:00 a.m.
- **Annual Business Meeting:** Thursday, October 22, 2026, at 9:00 a.m.

2026 ELECTION COMMITTEE MEMBERS

Committee Member	LAFCO	Region	Email	Phone No.
Gary Thompson	Riverside	Southern	gthompson@lafco.org	(951) 369-0631
Shannon Costa	Butte	Northern	scosta@buttecounty.net	(530) 552-5820
José Henríquez	Sacramento	Central	henriquezj@saclafco.org	(916) 874-6458
Neelima Palacherla	Santa Clara	Coastal	neelima.palacherla@ceo.sccgov.org	(408) 993-4705

SUBMITTING NOMINATION MATERIALS:

Please submit completed nomination materials by email to mmcintyre@calafco.org or by mail to:

1451 River Park Drive, Suite 185
Sacramento, CA 95815

1. Candidate Nomination Form
2. Candidate Information & Statement Form
3. Election Timeline
4. Guide to the CALAFCO Board of Directors Election Process
5. 2026 CALAFCO Voting Delegate Authorization Form
6. Roles and Responsibilities of a CALAFCO Board Member
7. 2027 Board Meeting Schedule
8. Regional Map and Member LAFCOs by Region

THE FOLLOWING MATERIALS ARE ENCLOSED:

Please distribute this announcement and the accompanying election materials to your Commissioners and Executive Officer.

Thank you for your attention to this important election process and for your continued participation in CALAFCO. If you have any questions, please don't hesitate to contact me.

Sincerely,
Michelle McIntyre

2026 CALAFCO BOARD OF DIRECTORS CANDIDATE

Nomination Form

[To be completed by both the Member LAFCO making the nomination AND the Nominee]

This form is to be used by CALAFCO Member LAFCOs to nominate candidates for the 2026 CALAFCO Board of Directors election.

Candidates should reserve Thursday, September 10, 2026, at 10:00 a.m. for the required virtual Candidate Orientation.

NOMINATION DEADLINE:

Completed nomination materials must be received no later than 5:00 p.m. on Friday, September 4, 2026.

1 - Election Information

CALAFCO Region:

☐ Northern Region ☐ Central Region ☐ Coastal Region ☐ Southern Region

Term Category Sought:

☐ One-Year Term ☐ Two-Year Term

Candidates may seek election to only one term category.

2 - Candidate Information

Candidate Name: _____

Title/Position: _____

Member LAFCO: _____

Mailing Address: _____

Phone: _____

Email: _____

3 - Candidate Eligibility and Board Expectations

Candidate Eligibility

- ☐ I certify that I am eligible to serve on the CALAFCO Board of Directors consistent with the CALAFCO Bylaws and Policies & Procedures.
- ☐ I certify that I am affiliated with a CALAFCO Member LAFCO.
- ☐ I certify that I am eligible to seek election within the region identified above.

Board Expectations

- ☐ I understand that Board members are expected to actively participate in Board meetings, committee assignments, CALAFCO conferences, and other Board responsibilities.
- ☐ I understand that candidates are expected to participate in the virtual Candidate Orientation scheduled for Thursday, September 10, 2026, at 10:00 a.m.
- ☐ I understand that Board members have a responsibility to serve the interests of CALAFCO and the statewide LAFCO community.
- ☐ I understand that newly elected Directors begin their terms on December 1, 2026, consistent with the CALAFCO Bylaws.

4 – Candidate Acceptance

- ☐ I accept this nomination for the CALAFCO Board of Directors.

Candidate Signature: _____

Date: _____

5 – Member LAFCO Certification

Name: _____

Title: _____

Member LAFCO: _____

Signature: _____

Date: _____

As Chair, I certify that this nomination has the support of our LAFCO. If elected, our LAFCO is committed to supporting the nominee in fulfilling the responsibilities of serving on the CALAFCO Board.

6 – Submission Instructions

Both the Candidate Nomination Form (Attachment 1) and the Candidate Information & Statement Form (Attachment 2) must be received no later than 5:00 p.m. on Friday, September 4, 2026. Pursuant to the CALAFCO Policies and Procedures, nomination materials received after the deadline will be returned marked "Received too late for Election Committee action."

SUBMITTING NOMINATION MATERIALS:

Please submit completed nomination materials by email to mmcintyre@calafco.org or by mail to:
1451 River Park Drive, Suite 185, Sacramento, CA 95815

Questions regarding the nomination or election process are welcome and may be directed to the CALAFCO Executive Director or members of the Election Committee.

2026 CALAFCO Board of Directors Candidate Information and Statement Form

[To be submitted with Candidate Nomination Form]

This form is to be completed by candidates seeking election to the 2026 CALAFCO Board of Directors. Information provided on this form, including the candidate statement and any submitted photograph, may be included in the election materials distributed to Member LAFCOs and voting delegates.

Candidates should reserve Thursday, September 10, 2026, at 10:00 a.m. for the required virtual Candidate Orientation.

1. Election Information

CALAFCO Region:

☐ Northern Region ☐ Central Region ☐ Coastal Region ☐ Southern Region

Term Category Sought:

☐ One-Year Term ☐ Two-Year Term

Candidates may seek election to only one term category.

2. Candidate Information

Candidate Name: _____

Title/Position: _____

Member LAFCO: _____

Mailing Address: _____

Phone: _____ Email: _____

3. Professional and LAFCO Background

Please provide a summary of your professional experience, current position, involvement with LAFCOs, and participation in CALAFCO activities-maximum 250 words.

4. Candidate Statement

5. Board Expectations

- ☐ I understand that Board members are expected to actively participate in Board meetings, committee assignments, CALAFCO conferences, and other Board responsibilities.
- ☐ I understand that Board members have a responsibility to serve the interests of CALAFCO and the statewide LAFCO community.
- ☐ I understand that Directors elected in 2026 begin their terms on December 1, 2026, consistent with the CALAFCO Bylaws.

6. Photo Submission (Optional)

- ☐ I have attached a photo for use in election materials.

Candidates are encouraged to submit a recent headshot for inclusion in the election materials, if available.

7. Candidate Signature

Signature: _____ Date: _____

8. Submission Instructions

Both the Candidate Nomination Form (Attachment 1) and the Candidate Information & Statement Form (Attachment 2) must be received no later than 5:00 p.m. on Friday, September 4, 2026. Pursuant to the CALAFCO Policies and Procedures, nomination materials received after the deadline will be returned marked "Received too late for Election Committee action."

Submitting Nomination Materials:

Please submit completed nomination materials by email to mmcintyre@calafco.org or by mail to:
1451 River Park Drive, Suite 185, Sacramento, CA 95815

Questions regarding the nomination or election process are welcome and may be directed to the CALAFCO Executive Director or members of the Election Committee.

2026 CALAFCO Board of Directors Election Timeline

The following timeline summarizes the key dates and deadlines for the 2026 CALAFCO Board of Directors election process. Unless otherwise noted, all deadlines are final.

Date	Election Milestone
Wednesday, July 1, 2026	Nomination Period Opens - Candidate nomination materials become available, and the nomination period begins.
Friday, September 4, 2026 <i>No later than 5:00 p.m.</i>	Nomination Deadline - Candidate Nomination Form (Attachment 1), Candidate Information and Statement Form (Attachment 2), and the Voting Delegate Authorization Form must be received by CALAFCO no later than 5:00 p.m.
Thursday, September 10, 2026 <i>At 10:00 a.m.</i>	Virtual Candidate Orientation - Candidates are required to participate in the virtual Candidate Orientation.
Tuesday, September 22, 2026 <i>No later than 5:00 p.m.</i>	Electronic/Absentee Ballot Deadline - CALAFCO must receive electronic absentee ballots by this deadline.
Thursday, October 8, 2026	Election Committee Report Released - The Election Committee Report is distributed to Member LAFCOs and voting delegates.
Thursday, October 22, 2026 <i>At 8:00 a.m.</i>	Regional Caucus Elections - Voting delegates elect Directors representing each CALAFCO region.
Thursday, October 22, 2026 <i>At 9:00 a.m.</i>	Annual Business Meeting - Election results are announced to the membership, and newly elected Directors are introduced.
Tuesday, December 1, 2026	New Directors Take Office - Directors elected during the 2026 election officially begin their terms in accordance with the CALAFCO Bylaws.

Questions:

Questions regarding the election process may be directed to the CALAFCO Executive Director or members of the Election Committee.



Introduction

This guide summarizes the procedures governing the 2026 CALAFCO Board of Directors election, including voting procedures and the determination of election results. In the event of any conflict between this guide and the CALAFCO Bylaws or Policies & Procedures, the CALAFCO Bylaws and Policies & Procedures shall govern.

1. Voting Delegates

Each CALAFCO Member LAFCO is responsible for designating **one Voting Delegate** and may also designate **one Alternate Voting Delegate** to represent the Member LAFCO during the CALAFCO Board of Directors election.

The Voting Delegate and Alternate Voting Delegate must be an Officer of the Member LAFCO designated in writing by the Member LAFCO. Under the CALAFCO Bylaws, an Officer of a Member LAFCO includes a regular Commissioner, alternate Commissioner, Executive Officer, Deputy Executive Officer, Legal Counsel, or Deputy Legal Counsel. The Voting Delegate is authorized to cast the Member LAFCO's ballot during the Regional Caucus Election. If the designated Voting Delegate is unable to serve, the Alternate Voting Delegate may vote in their place.

Each Member LAFCO is entitled to one vote and may cast its ballot only within the CALAFCO region in which it is located.

The completed **Voting Delegate Authorization Form** must be received by CALAFCO no later than the deadline identified in **Attachment 3 - Election Timeline**. Member LAFCOs may revise their Voting Delegate or Alternate Voting Delegate designation at any time before the submission deadline. Once the deadline has passed, no changes may be made to the designated Voting Delegate or Alternate Voting Delegate.

Proxy voting is not permitted.

2. Voting Procedures

A. Regional Caucus Elections

Regional Caucus Elections are conducted during the CALAFCO Annual Conference. Each CALAFCO region meets separately to elect its representatives to the CALAFCO Board of Directors. The Regional Caucus Election is conducted as follows:

- Authorized Voting Delegates and Alternate Voting Delegates receive their voting credentials and ballots at conference registration.
- The Election Committee convenes the Regional Caucus and reviews the election procedures.
- The Election Committee presents the Election Committee Report.
- The Election Committee calls for additional nominations from the floor in accordance with the CALAFCO Policies & Procedures.
- Following the close of nominations, the Election Committee conducts a Candidates Forum. Candidates nominated from the floor respond to the candidate questions and are provided an opportunity to make a brief statement. Candidates who are unable to attend may designate a representative from their region to respond to the candidate questions and make a brief statement on their behalf.
- Only the designated Voting Delegate, or the designated Alternate Voting Delegate acting in place of the Voting Delegate, may cast a ballot.
- Voting is conducted by secret ballot.
- Ballots are collected and counted by the Election Committee.
- Following certification by the Election Committee, election results are announced during the Annual Business Meeting.

B. Electronic/Absentee Voting

Member LAFCOs that are unable to send an authorized Voting Delegate to the Regional Caucus Election may request an electronic ballot in accordance with the CALAFCO Policies & Procedures.

The electronic ballot process is conducted as follows:

- A Member LAFCO must designate its Voting Delegate using the Voting Delegate Authorization Form by the deadline identified in Attachment 3 - Election Timeline.
- A Member LAFCO requesting an electronic ballot must submit its request to CALAFCO in accordance with the CALAFCO Policies & Procedures.
- Completed electronic ballots must be received by CALAFCO no later than the deadline identified in Attachment 3 - Election Timeline.
- Member LAFCOs voting by electronic ballot may vote only for the candidates identified on the ballot and may not participate in any run-off election.
- If a Member LAFCO that requested an electronic ballot is subsequently able to send its designated Voting Delegate to the Regional Caucus Election, the Member LAFCO may discard its electronic ballot and vote in person during the Regional Caucus Election in accordance with the CALAFCO Policies & Procedures.

3. Determining Election Results

Election results are determined in accordance with the CALAFCO Bylaws and Policies & Procedures as follows:

- A candidate must receive a majority of the votes cast to be elected.
- If no candidate receives the required majority, one or more run-off elections may be conducted in accordance with the CALAFCO Policies & Procedures.
- If a tie remains after the final run-off election, the tie is resolved by a draw of lots in accordance with the CALAFCO Policies & Procedures.
- Following certification by the Election Committee, election results are announced during the Annual Business Meeting.
- Directors elected during the Regional Caucus Elections begin their terms on December 1, 2026, in accordance with the CALAFCO Bylaws.

4. Frequently Asked Questions

WHO MAY SERVE AS A VOTING DELEGATE OR AN ALTERNATE VOTING DELEGATE?

The Voting Delegate or Alternate Voting Delegate must be an **Officer of the Member LAFCO** designated in writing by the Member LAFCO. Under the CALAFCO Bylaws, an Officer of a Member LAFCO includes a regular Commissioner, alternate Commissioner, Executive Officer, Deputy Executive Officer, Legal Counsel, or Deputy Legal Counsel.

CAN A MEMBER LAFCO CHANGE ITS VOTING DELEGATE OR ALTERNATE VOTING DELEGATE AFTER SUBMITTING THE VOTING DELEGATE AUTHORIZATION FORM?

Yes. A Member LAFCO may change its Voting Delegate or Alternate Voting Delegate at any time before the submission deadline identified in Attachment 3 - Election Timeline. After the deadline, no changes may be made.

MAY NOMINATIONS BE MADE FROM THE FLOOR DURING THE REGIONAL CAUCUS ELECTION?

Yes. Additional nominations may be made from the floor by a Member LAFCO in good standing in accordance with the CALAFCO Policies & Procedures.

WHAT HAPPENS IF MY MEMBER LAFCO IS UNABLE TO SEND A VOTING DELEGATE TO THE REGIONAL CAUCUS ELECTION?

A Member LAFCO may request an electronic ballot in accordance with the CALAFCO Policies & Procedures. Electronic ballots include only the candidates listed in the Election Committee Report and may not be used in any run-off election.

WHO SHOULD I CONTACT IF I HAVE QUESTIONS REGARDING THE ELECTION PROCESS?

Questions regarding the election process may be directed to the CALAFCO Executive Director or the Election Committee.

2026 CALAFCO VOTING DELEGATE

Authorization Form

Each CALAFCO Member LAFCO is responsible for designating one Voting Delegate and may also designate an Alternate Voting Delegate to represent the Member LAFCO in the 2026 CALAFCO Board of Directors election.

To participate in the **2026 CALAFCO Board of Directors election**, each **Member LAFCO** must submit a **Voting Delegate Authorization Form**, regardless of whether it is submitting a candidate nomination.

The Voting Delegate and Alternate Voting Delegate must be an Officer of the Member LAFCO, as designated in writing by the Member LAFCO. Under the CALAFCO Bylaws, an Officer of a Member LAFCO includes a regular Commissioner, alternate Commissioner, Executive Officer, Deputy Executive Officer, Legal Counsel, or Deputy Legal Counsel.

DEADLINE:

This form must be received by CALAFCO no later than **5:00 p.m. on Friday, September 4, 2026**. Member LAFCOs may revise their Voting Delegate or Alternate Voting Delegate designation at any time before the submission deadline. After the deadline, no changes may be made.

1 - Member LAFCO Information

Member LAFCO: _____

CALAFCO Region:

☐ Northern Region ☐ Central Region ☐ Coastal Region ☐ Southern Region

2 - Voting Delegate

Name: _____

Title/Position: _____

Phone: _____

Email: _____

3 - Alternate Voting Delegate

Member LAFCO: _____

Title/Position: _____

Phone: _____

Email: _____

4 - Electronic Ballot Request

- ☐ **Our Member LAFCO requests an electronic ballot because it is unable to send its designated Voting Delegate to the Regional Caucus Election.**

Member LAFCOs requesting an electronic ballot are subject to the CALAFCO Bylaws and Policies & Procedures governing electronic voting. Additional information is available in **Attachment 4 - Guide to the CALAFCO Board of Directors Election Process**.

5 - Authorization

The Member LAFCO identified above hereby authorizes the individuals listed on this form to serve as its Voting Delegate and, if applicable, its Alternate Voting Delegate for the 2026 CALAFCO Board of Directors election.

Only the designated Voting Delegate or the designated Alternate Voting Delegate, acting in place of the Voting Delegate, may cast the Member LAFCO's ballot during the Regional Caucus Election.

Proxy voting is not permitted. Only the designated Voting Delegate or the designated Alternate Voting Delegate, acting in place of the Voting Delegate, may cast the Member LAFCO's ballot during the Regional Caucus Election.

Authorized by the Member LAFCO

Name: _____

Title: _____

Signature: _____

Date: _____

6 - Submission Instructions

This form must be received by CALAFCO **no later than 5:00 p.m. on Friday, September 4, 2026**.

Submit completed forms electronically to: **mmcintyre@calafco.org**

OR

Mail completed forms to:

CALAFCO

1451 River Park Drive, Suite 185

Sacramento, CA 95815

Questions regarding the election process may be directed to the CALAFCO Executive Director or members of the Election Committee.

2027 CALAFCO Board Meeting Schedule

The following schedule reflects the 2027 CALAFCO Board meeting schedule approved by the Board of Directors and is provided to assist prospective candidates in understanding the anticipated meeting schedule for Board service. Meeting dates are subject to change by action of the Board of Directors.

Date	Meeting	Format
Friday, January 22, 2027	Regular Board Meeting	Hybrid
Thursday, February 25, 2027	Strategic Planning Workshop	In Person
Friday, February 26, 2027	Regular Board Meeting	Hybrid
Friday, May 14, 2027	Regular Board Meeting	Hybrid
Friday, August 27, 2027	Regular Board Meeting	Hybrid
Friday, October 22, 2027	Regular Board Meeting (Annual Conference)	In Person

Additional Information

- The Strategic Planning Workshop is held immediately before the February Regular Board Meeting.
- The October Regular Board Meeting is held in conjunction with the CALAFCO Annual Conference.
- Board members are also expected to participate in committee meetings and other Board activities throughout the year, as applicable to their committee assignments.
- Additional Board meetings or special meetings may be scheduled as necessary in accordance with the CALAFCO Bylaws and Policies & Procedures.

Roles and Responsibilities of a CALAFCO Board Member

Introduction

Serving on the CALAFCO Board of Directors is an opportunity to help guide the Association's leadership, legislative advocacy, educational programs, and long-term direction on behalf of LAFCOs throughout California.

Board members serve the interests of **CALAFCO and the statewide LAFCO community** and are expected to actively participate in Board meetings, committee assignments, and Association activities.

The following summary highlights the principal responsibilities and expectations of Board service. It is intended as a general overview and does not replace the CALAFCO Bylaws or Policies & Procedures. In the event of any conflict between this document and the CALAFCO Bylaws or Policies & Procedures, the CALAFCO Bylaws and Policies & Procedures shall govern.

General Participation

Board members are expected to support CALAFCO's mission and core values, serve as part of a unified governing body, and make decisions in the best interests of CALAFCO and the statewide LAFCO community.

Board members are expected to:

- Regularly attend and prepare for Board meetings.
- Participate actively in Board discussions and decision-making.
- Participate in establishing CALAFCO's strategic direction and organizational priorities.
- Serve on at least one CALAFCO Board committee.
- Attend the CALAFCO Annual Conference and participate in other Board meetings and Association activities, as appropriate.

Governance

Board members are expected to:

- Attend Board Member orientation provided by CALAFCO.
- Consider statewide interests and impacts when making Board decisions.
- Adhere to the CALAFCO Board Code of Ethics.
- Read, understand, and operate within the CALAFCO Bylaws and Policies & Procedures.

Communication

Board members are expected to:

- Communicate respectfully.
- Support consistent and accurate communication with CALAFCO membership.

Association Programs

Board members are expected to:

- Understand and encourage participation in CALAFCO programs and services, including the Associate Member Program.

Performance Evaluations

- Participate in the annual Board performance evaluation process.
- Participate in the annual evaluation of the Executive Director and Regional Officers, in accordance with the CALAFCO Policies & Procedures.
- Participate in the Board's annual review of CALAFCO's Strategic Plan.

Advocacy, Recruitment and Retention

Board members are expected to:

- Support CALAFCO's legislative advocacy efforts.
- Promote CALAFCO and encourage participation in Association programs and activities.
- Help strengthen awareness and understanding of CALAFCO and LAFCOs throughout California.

Finance

Board members are expected to:

- Review and understand CALAFCO's financial information and assist the Board in fulfilling its fiduciary responsibilities.

Board Committees

Board members are expected to serve on at least one Board committee. Committee assignments are made annually by the Board.

Standing committees currently include:

- Awards Committee
- Conference Committee
- Elections Committee
- Legislative Committee

Committee responsibilities and meeting schedules vary depending on the committee assignment.

Time Commitment

Board service includes regular participation in:

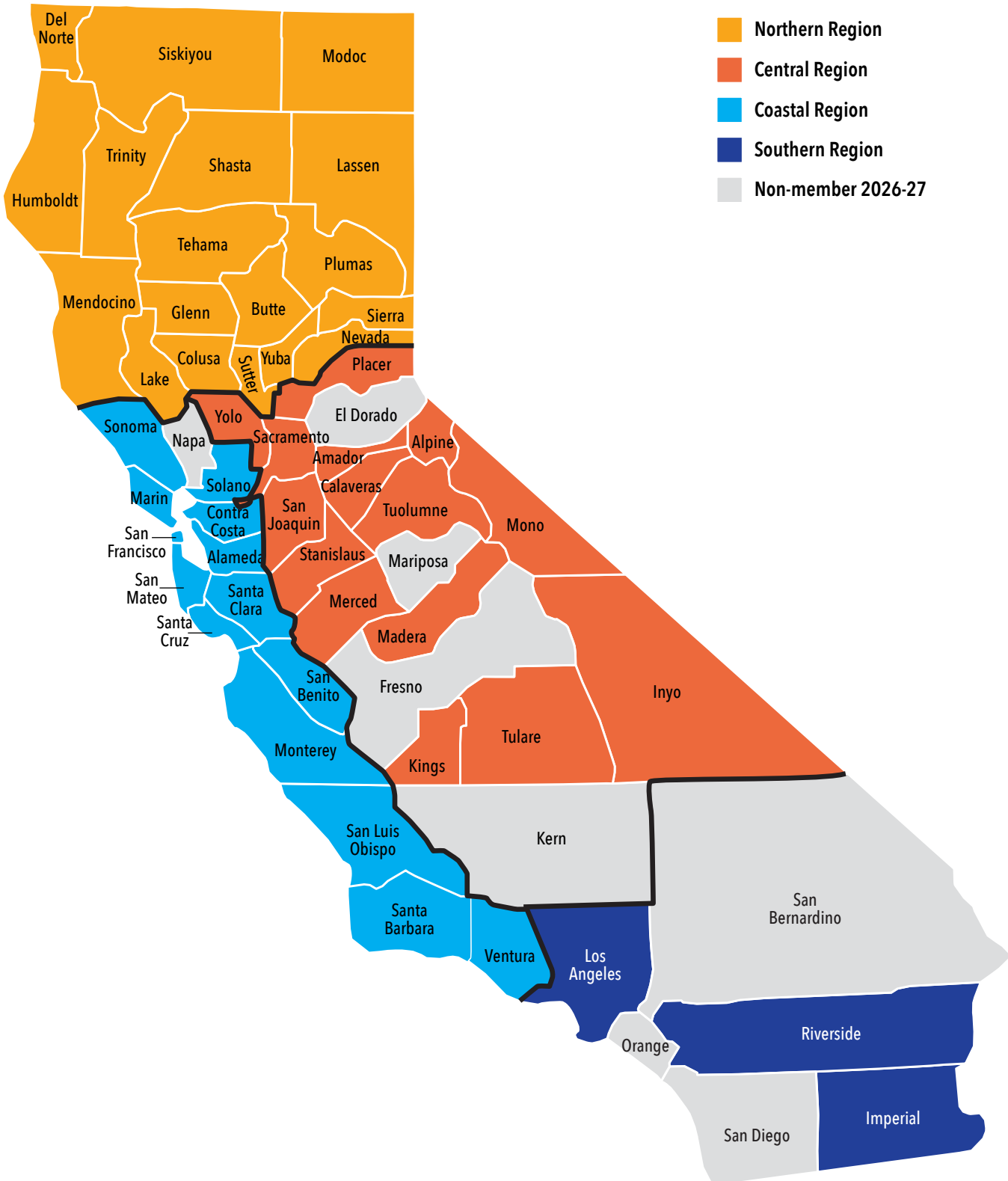
- Board meetings
- Committee meetings
- The CALAFCO Annual Conference
- Board Member orientation
- Other Board meetings and activities, as appropriate

The anticipated Board meeting schedule is included as **Attachment 7**.

Board Service

Serving on the CALAFCO Board of Directors is an opportunity to contribute to the continued success of CALAFCO and to the advancement of the statewide LAFCO community. Board members are expected to approach their responsibilities collaboratively and ethically, with a commitment to serving the best interests of CALAFCO and its membership.

FOUR REGIONS





STAFF REPORT

Agenda Item No. 3c	
MEETING DATE	July 29, 2026
MEETING BODY	Mendocino Local Agency Formation Commission Executive Committee
FROM	Uma Hinman, Executive Officer
SUBJECT	Draft Fiscal Year 2025-26 Financial Report

RECOMMENDED ACTION

The Executive Committee will receive the draft fiscal year 2025-26 year-end financial report for review and discussion.

BACKGROUND

The Commission adopted a Fiscal Year (FY) 2025-26 operating budget totaling \$328,500. The budget was amended mid-year to \$338,500 to increase the legal service budget to accommodate increased workload related to litigation. Table 1 summarizes the adopted budget, expenditure totals, and the percentage of the budget expended in FY 2025-26.

Table 1. FY 2025-26 Summary of Expenses				
Category	Adopted (\$)	Amended (\$)	Actual (\$)	% of total
Basic Services (Staffing)	155,000	155,000	140,444	91
Services and Supplies	73,500	83,500	71,703	86
Work Plan	100,000	100,000	44,437	44
Expenses Total	328,500	338,500	256,584	76

The following summarizes the actual revenues and expenditures for FY 2025-26:

1. Revenues – adopted apportionment fees totaled \$275,000, which are shared equally among the three categories of county, cities and special districts. Additional revenues consist of service fees and bank interest. See Attachment 1 for a summary of revenue by category.
2. Expenditures – the FY expenditures were approximately 76 percent of anticipated. Table 1 summarizes the year's expenses by category: basic services, services and supplies, and the work plan. See Attachment 1 for a summary of expenditures by budget account.
3. Application Processing and Fees. Applications are processed and billed to applicants in accordance with the adopted services rates. Table 2 summarizes of application-related expenses. "Service Fee Revenue" represents the portion of service fees retained by LAFCo and applied towards operational and Work Plan costs in the subsequent budget cycle. "Contract Staff" reflects costs incurred by LAFCo's contract staff in processing applications. "At Cost Expenses" are other costs incurred during the processing of applications, such as map check fees, registered voter list fees, etc.

Application activity during the fiscal was focused on the following:

- Mendocino County Russian River Flood Control and Water Conservation Improvement District Annexation of the Redwood Valley County Water District Service Area (A-2025-05)
- City of Ukiah Corporation Yard Annexation (A-2025-06)
- City of Ukiah Pre-Application Review for Reorganization (P-2025-01)

Table 2. Summary of Application Revenue and Expenses		
Service Fee Revenue	Contract Staff Expenses	At Cost Expenses
\$6,158	\$21,285	\$1,371

4. Reserves total \$125,102 at the end of the FY, below the target level of \$132,125 established by policy and Commission direction. To cover legal counsel expenses related to litigation defense, \$10,000 was transferred from the legal reserves to checking. Reserves by policy and direction are as follows:
 - \$50,000 in legal reserves, as directed by Commission; and
 - \$82,125 in operational reserves, consistent with policy requiring 25 percent of the operational budget.
5. Work Plan Contingency totals approximately \$86,000. The contingency carries forward Work Plan budget allocation to complete MSR/SOI studies that roll into next fiscal year. Additionally, contingency funds may address unforeseen Work Plan expenses, such as changes in scope, CEQA, mid-year changes in prioritized studies, special studies or other unexpected costs.

CONCLUSION

Staff is providing the draft year end financial report to the Executive Committee for review and discussion. The report will be provided to the Commission with the Annual Report at its next regular meeting.

ATTACHMENT

- (1) Draft FY 2025-26 Budget vs. Actuals

ATTACHMENT 1

DRAFT Fiscal Year 2025-26 Statement of Revenue and Expenses Budget vs. Actual

Fiscal Year: 2026 Through Period: 12

July 1, 2026

Account	Description	Budget			Actuals	Difference	% of Budget
		Adopted	Adjustments	Revised			
REVENUE							
	Use of Cash Balance	35,500.00		35,500.00	35,000.00		
Intergovernmental Revenues							
4000	County of Mendocino	91,666.66	-	91,666.66	91,666.66	-	100%
4000	Cities of Mendocino County	91,666.67	-	91,666.67	91,666.67	-	100%
4000	Independent Special Districts	91,666.67	-	91,666.67	89,566.86	-	98%
Total Intergovernmental Revenues		275,000.00	-	275,000.00	272,900.19	-	99%
Charges for Services (Fees and Reimbursements)							
4100	Charges for Services	15,000.00	-	15,000.00	27,443.15	(12,443.15)	183%
Total Charges for Services		15,000.00	-	15,000.00	27,443.15	(12,443.15)	183%
Miscellaneous Revenue							
4800	Miscellaneous Revenue	-	-	-	-		
4910	Interest	3,000.00	-	3,000.00	4,363.53	(1,363.53)	145%
Total Miscellaneous Revenue		3,000.00	-	3,000.00	4,363.53	(1,363.53)	145%
TOTAL REVENUE		328,500.00	-	328,500.00	339,706.87	(13,806.68)	103%

EXPENDITURES

Basic Services (Staffing)

5300	Basic Services	155,000.00	-	155,000.00	140,444.00	14,556.00	91%
Total Basic Services		155,000.00	-	155,000.00	140,444.00	14,556.00	91%

Services and Supplies

5500	Rent	8,500.00		8,500.00	7,410.69	162.31	87%
5500	Rent (Board Chambers)			-	927.00		
5600	Office Expenses	4,000.00		4,000.00	2,602.03	1,397.97	65%
5700	Internet & Website	3,000.00	1,200.00	4,200.00	4,135.36	64.64	98%
5900	Publication and Legal Notices	2,000.00		2,000.00	1,639.76	360.24	82%
6000	Televising Meetings	2,000.00		2,000.00	1,167.31	832.69	58%
6100	Audit Services	4,500.00		4,500.00	4,510.00	(10.00)	100%
6200	Bookkeeping	5,500.00		5,500.00	5,500.00	-	100%
6300	Legal Counsel	15,000.00	10,000.00	25,000.00	26,047.50	(1,047.50)	104%
6400	A-87 Costs County Services	6,000.00		6,000.00	234.00	5,766.00	4%
6500	Insurance - General Liability	3,200.00		3,200.00	3,244.32	(44.32)	101%
6600	Memberships (CALAFCO/CSDA)	4,000.00		4,000.00	4,063.00	(63.00)	102%
6670	GIS Contract (County)	2,500.00		2,500.00	1,083.97	1,416.03	43%
6740	In-County Travel & Stipends	2,300.00		2,300.00	768.36	1,531.64	33%
6750	Travel & Lodging Expense	6,000.00		6,000.00	5,059.36	940.64	84%
6800	Conferences (Registrations)	5,000.00	(1,200.00)	3,800.00	3,250.00	550.00	86%
7000	Work Plan (MSR/SOI)	100,000.00		100,000.00	44,436.50	55,563.50	44%
8000	Applications	-		-	21,284.90	-	0%
9000	Misc Expenses (bank fees)	-		-	60.00	(60.00)	0%
Total Services and Supplies		173,500.00	10,000.00	183,500.00	137,424.06	67,360.84	75%

TOTAL EXPENDITURES		328,500.00	10,000.00	338,500.00	277,868.06	81,916.84	82%
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Beginning Fund Balance					221,144.00		
Total Revenues (excluding Use of Cash Balance)		293,000.00		293,000.00	304,706.87		104%
Total Expenditures		328,500.00	10,000.00	338,500.00	277,868.06		82%
Net Surplus/(Deficit)		(35,500.00)	(10,000.00)	(45,500.00)	26,838.81		
Current Available Fund Balance					247,982.81		



STAFF REPORT

Agenda Item No. 3d	
MEETING DATE	July 29, 2026
MEETING BODY	Mendocino Local Agency Formation Commission Executive Committee
FROM	Uma Hinman, Executive Officer
SUBJECT	FY 2026-27 Work Plan Implementation

RECOMMENDED ACTION

The Executive Committee will receive a report on implementation of the FY 2026-27 Work Plan.

BACKGROUND

With the adoption of each annual budget, the Commission adopts a Work Plan identifying and prioritizing agencies within LAFCo's jurisdiction for Municipal Service Review and Sphere of Influence (MSR/SOI) updates. The Work Plan serves as a planning document to guide the sequencing of studies; however, implementation is subject to change based on available resources and evolving priorities. As a result, studies often roll into the following fiscal year (FY).

The schedule for each study identified in the Work Plan is an estimate and assumes preparation of a combined MSR and SOI Update that is exempt from CEQA. Actual schedules may vary depending on factors including overall staff workload, agency responsiveness and timely provision of requested information, complexity of issues, public interest or controversy, changing Commission priorities, and project costs.

The Commission may review and revise the Work Plan during the fiscal year, as needed, to reflect updated information regarding study scope, available resources, or emerging priorities. This flexibility allows the Commission to respond to unforeseen circumstances while ensuring resources are directed to the highest-priority projects.

For example, during the previous fiscal year, the Commission added the Mendocino Coast Recreation and Park District and the City of Point Arena to the Work Plan. While these additions addressed important Commission priorities, they also delayed completion of several previously scheduled studies.

The proposed FY 2026-27 Work Plan focuses on completing the remaining district studies initiated in FY 2025-26 and beginning the MSR/SOI Update for the Mendocino Coast Health Care District. For implementation purposes, the Work Plan has been organized into two categories:

- Individual Agency Studies - consisting of the three agency studies identified in Figure 1; and
- Countywide Fire/EMS Studies - consisting of the coordinated review of the 18 fire protection agencies identified in Figure 2.

This organization reflects the substantially different scope, schedule, and resource requirements associated with the individual agency studies and the comprehensive countywide Fire/EMS review.

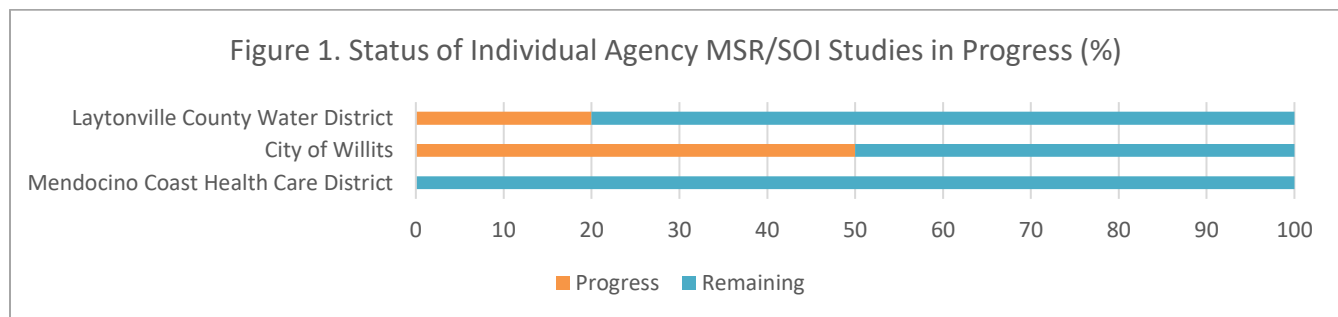
Individual Agency Studies

The following three agency studies are in varying degrees of preparation.

Laytonville County Water District (LCWD) – the study and RFI were initiated in 2024 but has had lengthy delays for a variety of reasons related to district staffing. We continue to urge district staff to complete the RFI. An administrative draft has been started with information available.

City of Willits (Willits/City) – an administrative draft MSR/SOI study was provided to City staff for review and additional information in mid-2025. However, staff review and responses have been delayed as the City wrestles with substantial financial and staffing challenges. We continue to conduct outreach to City staff to complete their review and provide the requested information to complete the study.

Mendocino Coast Health Care District (MCHCD) – the Commission committed to preparing an MSR for the MCHCD in response to a 2024 Grand Jury report on the district. The MCHCD requested delays to allow for completion of a multi-year financial audit that is crucial for development of the MSR. Staff anticipates outsourcing the MCHCD study.



Countywide Fire Protection and Emergency Medical Service Agency Studies

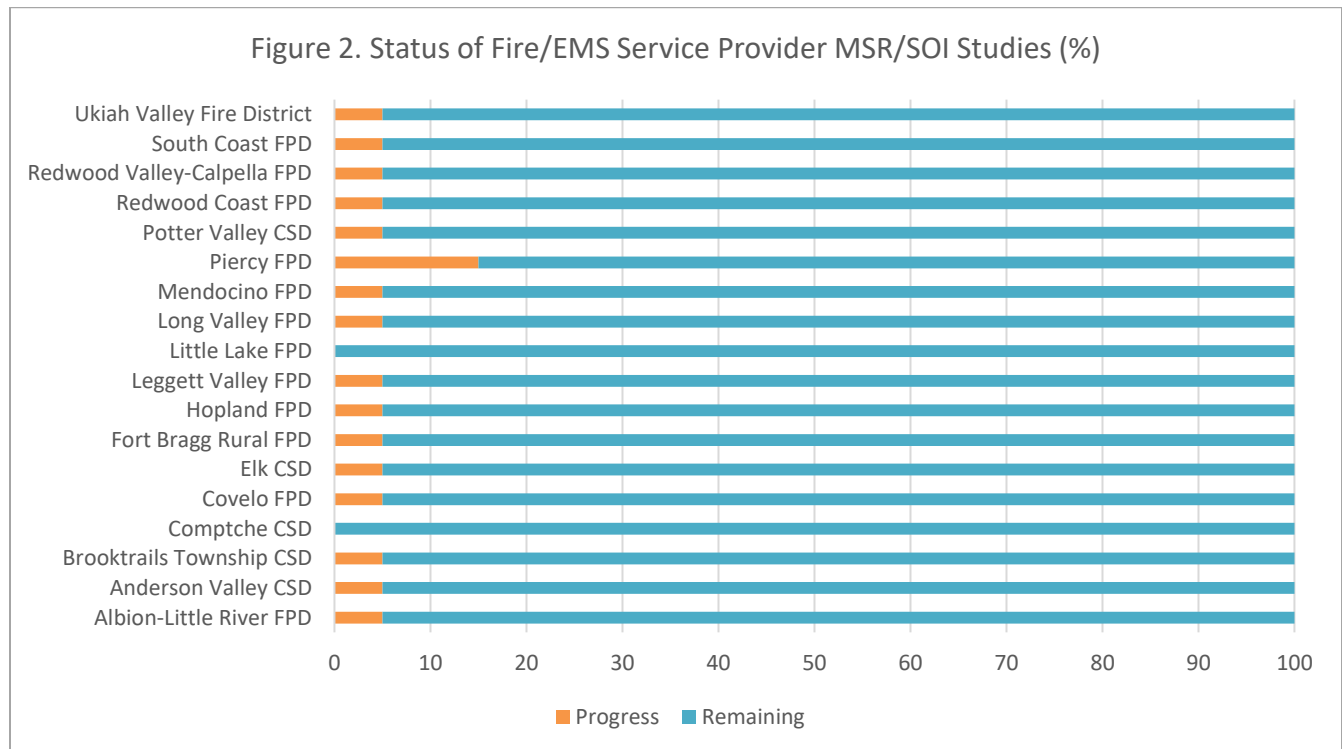
A multi-year, countywide review of fire protection and emergency medical service (EMS) agencies was initiated in FY 2025-26. The effort includes the 18 fire/EMS service providers identified in Figure 2, nearly all of which were last reviewed in 2018. The study provides an opportunity to evaluate countywide emergency response capabilities on a countywide basis, identify service gaps and emerging trends, and provide information to support local agencies and the County in planning for the efficient, sustainable deliver of these essential public services.

Work on the studies began in Fall 2025 with informational presentations to the Mendocino County Fire Districts Association (MCFDA) and Fire Chiefs Association (MCFCA). Staff subsequently distributed Requests for Information (RFIs) to each participating agency to collect operational, financial, governance, and service-level information.

To support a comprehensive countywide assessment, RFIs were also provided to three non-Mendocino LAFCo jurisdictional service providers: Whale Gulch Fire Company, Westport Volunteer Fire Department, and Coast Life Support District. Although these organizations are not all subject to LAFCo jurisdiction, their inclusion provides valuable information regarding emergency response coverage, mutual aid relationships, and regional service coordination. The Coast Life Support District is a bi-county district serving the southern Mendocino Coast and northern Sonoma County; Sonoma LAFCo is the principal LAFCo for the district.

Staff have been collaborating with the MCFDA County Coordinator to develop a countywide understanding of fire protection and EMS service delivery. Information collected through the RFIs is being compiled and analyzed to identify service patterns, operational trends, response capabilities, and potential service gaps. The resulting regional analysis will provide an overview of fire protection and EMS services throughout Mendocino County and

will serve as a common foundation for each agency's MSR/SOI update, informing governance, organizational structure, service efficiency, and SOI recommendations.



As development of the regional analysis progresses, staff will concurrently prepare administrative drafts of the fire protection and EMS agency MSR/SOI studies. Following completion of the regional analysis, each agency study will be finalized and presented to the Commission for review and consideration (Figure 3).

Figure 3. Fire Protection and EMS Study Development



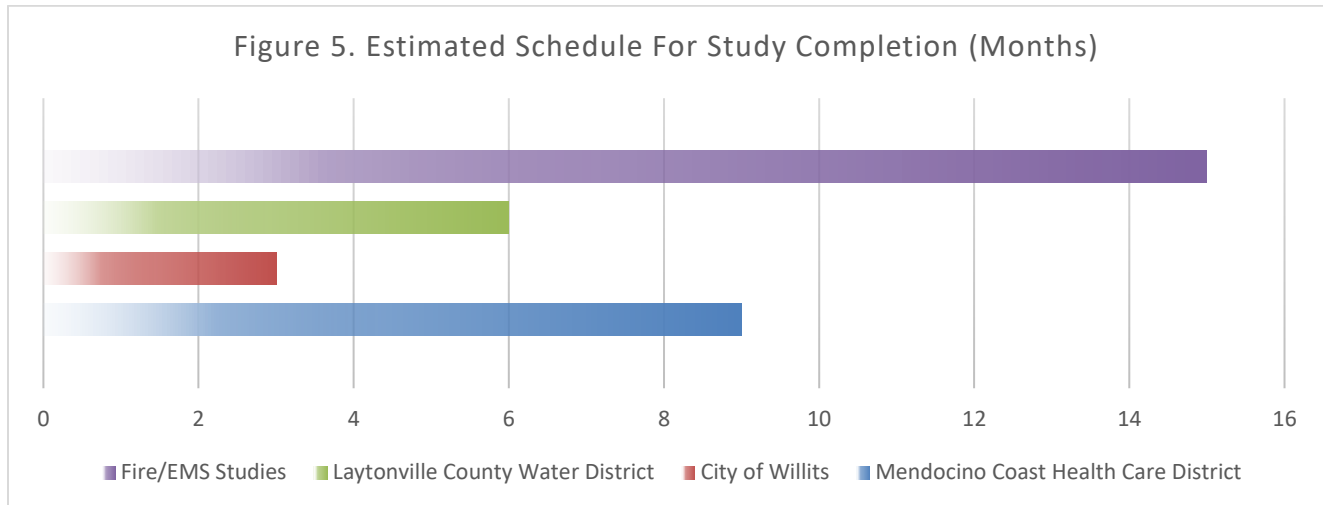
Schedule

Progress on the individual agency studies is largely dependent on the timely receipt of requested information and agency review of administrative draft studies. Under typical circumstances, preparation of a combined MSR/SOI study requires approximately six to eight months from study initiation to Commission consideration (Figures 4 and 5).

Figure 4. Study Development Process



Because agency response times and the complexity of issues can vary, the schedule remains subject to change. Figure 5 provides a preliminary schedule for completing the studies, based on the assumption that requested information and agency review comments are received in a timely manner.



Work Plan Budget

The FY 2026-27 Work Plan budget totals \$100,000. In addition, approximately \$60,000 remains in the Work Plan Contingency, consisting of unexpended Work Plan allocations carried forward from prior fiscal years. These contingency funds are intended to complete studies carried over from previous fiscal years and to address unforeseen Work Plan expenses, such as changes in project scope, CEQA compliance, specialized technical analyses, or other unexpected costs.

The majority of the FY 2026-27 Work Plan budget is allocated to the development of the countywide fire/EMS studies.

A portion of the Work Plan Contingency is expected to be used to complete the MSR/SOI updates for the City of Willits and the LCWD, both of which were carried over from the FY 2025-26 Work Plan.

Preparation of the MSR/SOI study for the MCHCD is estimated to cost approximately \$25,000. Because the District had been exempt from LAFCo apportionments for more than 10 years and the study was not a prioritized Work Plan item at the time, the Executive Committee previously directed staff to pursue a funding MOU with the District. A draft MOU was provided to District staff approximately one year ago; however, no further progress has occurred. Staff reinitiated discussions with District staff regarding the MOU in early July 2026.

CONCLUSION

Presentation of this report provides the Committee with an opportunity to ask questions of staff regarding implementation of the current Work Plan, discuss the proposed approach, and provide direction to staff, if appropriate.

ATTACHMENTS

None