



**Modoc LAFCo Agenda - 12.9.25**

**AGENDA**

**Regular Meeting**

**December 09, 2025 04:00 PM**

**City Council Chambers - Alturas City Hall**

**200 North Street, Alturas, CA 96101**

<https://us02web.zoom.us/j/84375116907?pwd=a6jJH09MYGN7MrB0lvaoRUrPNYGwaZ.1>

**Commissioners**

Chair - Public Member Laurie Pearce Price • Vice Chair - City Member Jennifer Engel • County Member Kathie Rhoads • County Member Ned Coe • City Member Paul Minchella • Alternate City Member Brian Cox • Alternate County Member Shane Starr

**LAFCO Staff**

Executive Officer Jennifer Stephenson • LAFCO Counsel Scott Browne • Clerk Tacie Wheeler

**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 Modoc 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.

Contact LAFCO staff

LAFCO staff may be contacted at (310)936-2639 or by email at [jennifer@pcateam.com](mailto:jennifer@pcateam.com). Copies of

reports to the extent feasible are located on the LAFCO webpage at:www.modoclafo.org

## 1. Call to Order

- A. Roll Call
- B. Pledge of Allegiance

## 2. Public Comments

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 are on the agenda, public comment will be 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. Consent Agenda

Discussion  Possible Action  [Comment](#) [View Item](#)

These items are expected to be routine and non-controversial. The Commission will act upon them at one time without discussion. Any Commissioners, staff member or interested party may request that an item be removed from the consent agenda for discussion.

- A. Approval of Minutes October 14, 2025 to be considered at next meeting
- B. Payment of Claims October and November 2025

## 4. Correspondence

Discussion  [Comment](#)

## 5. Surprise Valley Healthcare District Municipal Service Review and Sphere of Influence Update

Discussion  Possible Action  [Comment](#)

Provide update on status of draft MSR and Ad Hoc Committee Review.

- A. Receive update on MSR status.
- B. Discussion and input.
- C. Continue public hearing for adoption until February 10, 2025.

## 6. Approve Modoc LAFCo 2026 Regular Meeting Schedule

Discussion  Possible Action  [Comment](#) [View Item](#)

Review and approve meeting schedule for 2026 calendar year.

## 7. Executive Officer Report

Discussion  [Comment](#) [View Item](#)

- A. Conference Report.

## 8. Commissioner Reports

Discussion  [Comment](#)

## 9. Adjournment



**Modoc LAFCo Agenda - 10.14.25**

Minutes

Regular Meeting

October 14, 2025 04:00 PM

200 North Street, Alturas, CA 96101

**1. Call to Order**

The meeting was called to order at 4:00 pm by Chair - Public Member Laurie Pearce Price.

**A. Roll Call**

Present: Chair - Public Member Laurie Pearce Price, Vice Chair - City Member Jennifer Engel, County Member Ned Coe, City Member Paul Minchella, Alternate County Member Shane Starr

Absent: County Member Kathie Rhoads, Alternate City Member Brian Cox

Staff Present: Executive Officer Jennifer Stephenson,

Staff Absent: LAFCO Counsel Scott Browne, Clerk Tacie Wheeler

**B. Pledge of Allegiance**

Led by Chair - Public Member Laurie Pearce Price

**2. Public Comments**

No comment.

**3. Consent Agenda**

A. Approval of Minutes August 13, 2025 to be considered at next meeting

B. Payment of Claims August and September 2025

County Member Ned Coe motioned to approve. Vice Chair - City Member Jennifer Engel seconded the motion.

The motion passed with the following vote:

  5   In Favor     0   Opposed

  0   Abstained     0   Absent      Recused

**4. Correspondence**

None

**5. Surprise Valley Healthcare District Municipal Service Review and Sphere of Influence Update**

A. Receive presentation on highlighted findings/determinations

Executive Officer provided abbreviated presentation regarding MSR findings. Formation of ad hoc committee to guide language of report was moved. Ad hoc committee consisting of Kathie Rhoads and Ned Coe to meet and bring back amended report for consideration.

Alternate County Member Shane Starr motioned to approve. City Member Paul Minchella seconded the motion.

The motion passed with the following vote:

5 **In Favor**   0 **Opposed**  
0 **Abstained**   0 **Absent**   \_\_\_ **Recused**

B. Hold public hearing

Public hearing postponed to next meeting.

C. Consider Resolution 2025-04 approving the MSR determinations and Resolution 2025-05 SOI Update for SVHD

Postponed awaiting ad hoc recommendations.

**6. CALAFCO Reorganization Update**

A. Review workplan status

Staff provided update on status of 6-9 month CALAFCO Action Plan. CALAFCO to consider changes to Bylaws at Annual Business Meeting at Conference in October. Structure of CALAFCO Board will likely c

**7. Review North Region Nominations for CALAFCO Board**

Engel: Move to support Nancy Ogren for the Northern Region. Starr: Second.

All ayes.

**8. Executive Officer Report**

The CALAFCO Conference is next week. Staff will report back on it at the next meeting.

**9. Commissioner Reports**

Commissioner Starr reported that the County has received financial documents for SVHD that indicate that stronger language is needed in the report.

Commissioner Pearce Price indicated that there may be possible tribal partnerships for SVHD.

**10. Adjournment**

Adjourned to next meeting on December 9, 2025.

# Modoc Local Agency Formation Commission

## CLAIMS

for

October 2025 – November 2025

Authorize Claims for FY 2025-2026.

Nov. 19, 2025	PCA Staff Svcs and Expenses Oct. 2025	\$ 4,779.45
Dec. 3, 2025	PCA Staff Svcs and Expenses Nov. 2025	\$ 4,687.50

**TOTAL FY 25-26: \$ 9,466.95**

Authorize Transfer of \$2,000 from Contingencies to MSRs for FY 2025-2026.

**DATED:** December 9, 2025

**APPROVED:** December 9, 2025

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**Chair, Modoc Local Agency Formation  
Commission**

**Attest:**

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**Jennifer Stephenson  
Executive Officer**

**Invoice #Modoc-2025-11**  
***Policy Consulting Associates, LLC***

39774 Via Careza  
Murrieta, CA 92563  
(310) 936-2639  
EIN #: 27-2523069

Date: December 3, 2025

***For the period 11/1/25 to 11/30/25***

Modoc LAFCO  
5050 Laguna Blvd #112-711  
Elk Grove, CA 95758

**Staff Services**

	<b>Hours</b>	<b>Rate</b>	<b>Amount</b>
Jennifer Stephenson, Executive Officer		\$3,750	\$3,750.00
Tacie Wheeler, Clerk		\$120	\$0.00
<b>Subtotal</b>			<b>\$3,750.00</b>

**Projects: Applications, MSRs and SOI Updates**

	<b>Hours</b>	<b>Rate</b>	<b>Amount</b>
Jennifer Stephenson, Application/Projects	7.50	\$ 125.00	\$937.50
Oxana Wolfson, Principal	0.00	\$ 110.00	\$0.00
Jill Hetland, Research Assistant	0.00	\$ 50.00	\$0.00
Melat Assefa, Policy Analyst	0.00	\$ 70.00	\$0.00
Dennis Miller, Mapping	0.00	\$ 70.00	\$0.00
Sean Nunes, Research Assistant	0.00	\$ 45.00	\$0.00
<b>Subtotal</b>			<b>\$937.50</b>

**Reimbursements**

Reproduction Costs - Agenda printing			\$0.00
Postage			\$0.00
Phone and Communications			\$0.00
Office Supplies			\$0.00
Mileage			\$0.00
Transportation and Travel			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

**Amount Due** **\$4,687.50**

***Please remit invoices to Policy Consulting Associates, LLC***

\_\_\_\_\_  
Jennifer Stephenson, Principal

\_\_\_\_\_  
Date 12/3/25

**Invoice #Modoc-2025-10**  
*Policy Consulting Associates, LLC*

39774 Via Careza  
Murrieta, CA 92563  
(310) 936-2639  
EIN #: 27-2523069

Date: November 19, 2025

**For the period 10/1/25 to 10/31/25**

Modoc LAFCO  
5050 Laguna Blvd #112-711  
Elk Grove, CA 95758

**Staff Services**

	Hours	Rate	Amount
Jennifer Stephenson, Executive Officer		\$3,750	\$3,750.00
Tacie Wheeler, Clerk		\$120	\$0.00
<b>Subtotal</b>			<b>\$3,750.00</b>

**Projects: Applications, MSRs and SOI Updates**

	Hours	Rate	Amount
Jennifer Stephenson, Application/Projects	4.50	\$ 125.00	\$562.50
Oxana Wolfson, Principal	0.00	\$ 110.00	\$0.00
Jill Hetland, Research Assistant	3.50	\$ 50.00	\$175.00
Melat Assefa, Policy Analyst	0.00	\$ 70.00	\$0.00
Dennis Miller, Mapping	0.00	\$ 70.00	\$0.00
Sean Nunes, Research Assistant	0.00	\$ 45.00	\$0.00
<b>Subtotal</b>			<b>\$737.50</b>

**Reimbursements**

Reproduction Costs - Agenda printing			\$0.00
Postage			\$0.00
Phone and Communications			\$0.00
Office Supplies - Paper and envelopes			\$18.89
Mileage (131 @ 0.70 for conference (1/4))			\$22.93
Transportation and Travel (Conference 1/4)			\$250.13
<b>Subtotal</b>			<b>\$291.95</b>

**Amount Due** **\$4,779.45**

*Please remit invoices to Policy Consulting Associates, LLC*

*Jennifer Stephenson*

11/19/25

Jennifer Stephenson, Principal

Date

Modoc LAFCo  
Expenditures and Revenue  
FY 2025-2026

Item Account Number	File Scanning 4225	Memberships 4420	Copies 4210	Postage 4211	Communications 4221	Office Exp. 4210	Counsel 4008	Staff Svcs 4004	Clerk Costs 4006	Notices 4380	Trans & Travel 4430	MSR/SOI Updates 4454	Commissioner Stipends 4003	TOTAL	Contingency 4922
<b>Total Budgeted 2025-2026</b>	\$ 3,000.00	\$ 1,358.00	\$ 500.00	\$ 150.00	\$ 1,100.00		\$ 1,000.00	\$ 45,000.00	\$ 720.00	\$ 500.00	\$ 1,400.00	\$ 2,500.00	\$ 4,800.00	\$ 62,028.00	\$ 5,000.00
PCA Inv #Modoc-2025-7					\$ (100.00)			\$ (3,750.00)	\$ (120.00)			\$ (387.50)		\$ (4,532.50)	
CALAFCO Dues 25-26 Inv 2025-24		\$ (1,358.00)												\$ (1,358.00)	
PCA Inv #Modoc-2025-8				\$ (118.05)		\$ (438.26)		\$ (3,750.00)	\$ (120.00)			\$ (1,002.50)		\$ (5,428.81)	
PCA Inv #Modoc-2025-9								\$ (3,750.00)				\$ (1,218.75)		\$ (4,968.75)	
PCA Inv #Modoc-2025-10			\$ (18.89)					\$ (3,750.00)			\$ (273.05)	\$ (737.50)		\$ (4,779.44)	
PCA Inv #Modoc-2025-11								\$ (3,750.00)				\$ (937.50)		\$ (4,687.50)	
														\$ -	
														\$ -	
														\$ -	
														\$ -	
<b>Total Expenditures to date</b>	\$ -	\$ (1,358.00)	\$ (18.89)	\$ (118.05)	\$ (100.00)	\$ (438.26)	\$ -	\$ (18,750.00)	\$ (240.00)	\$ -	\$ (448.05)	\$ (4,283.75)	\$ -	\$ (25,755.00)	\$ -
<b>Total Budget Remaining</b>	\$ 3,000.00	\$ -	\$ 481.11	\$ 31.95	\$ 1,000.00	\$ (438.26)	\$ 1,000.00	\$ 26,250.00	\$ 480.00	\$ 500.00	\$ 951.95	\$ (1,783.75)	\$ 4,800.00	\$ 36,273.00	\$ 5,000.00

# **MODOC LAFCO**

## **2026 Regular Meeting Schedule**

**February 10, 2026**

**April 14, 2026**

**June 9, 2026**

**August 11, 2026**

**October 13, 2026**

**December 8, 2026**

Regular meetings of the Commission are scheduled for the second Tuesday of every other month at 4:00 p.m. in the City Council Chambers, 200 North Street, Alturas, California. The Commission may, at its own discretion, meet at a different time or place from time to time, provided that public notice of such time and place is given in accordance with the Ralph M. Brown Act, Government Code Section 54954 et. seq. and applicable provisions of the LAFCO Act.



## REPORT ON THE ASSOCIATION'S WORK OVER THE PAST YEAR



3

## The Journey

- ❖ Numerous Member LAFCOs raise concerns about the Association (beginning approx. Jul 2024)
- ❖ Several LAFCOs announce not renewing membership (Nov 2024 – Sep 2025)
- ❖ Executive Director resigned (Jan 2025)
- ❖ Transition Team created (Feb 2025)
- ❖ Board 2025 retreat (Mar 2025)
- ❖ Several Board members resigned (Feb 2025 – Aug 2025)
- ❖ 6-9-month action plan developed as “road map” (Mar 2025)

4

## The Journey

- ❖ Legislative Committee began meeting regularly (Feb 2025)
- ❖ Omnibus items picked up and passed thru Legislature
- ❖ Successful Staff Workshop (Apr 2025)
- ❖ CALAFCO University courses reinstated (3 held Jul – Sep 2025)
- ❖ New F/T Interim Executive Director hired (effective Nov 2025)

# THE WORK OF TRANSFORMATION & TURNING THE SHIP AROUND



## Sources of Feedback Focus Groups

Conducted between May 2 and June 25

- ❖ Staff Workshop (close to 80 participants)
- ❖ Four regions (approx. 61 participants)
- ❖ Associate Members (8 participants)

Yielding

- ❖ 149 participants
- ❖ 17 hours of direct membership engagement
- ❖ 100 pieces flipchart paper
- ❖ Close to 200 index cards of data

## Other Resources / Research

- ❖ Policies & Bylaws from various state associations (i.e., CA Special Districts Assn., League of CA Cities, American Planning Assn. CA Chapter, CA State Assn. of Counties), non-profit organizations, numerous local governments and other resources (i.e., International City/County Management Assn., Institute for Local Government, National Council of Non-profits)
- ❖ One-to-one interviews with executives on best practices
- ❖ Experience & expertise

## Themes That Emerged – What’s Working

- CALAFCO still has some tools in the toolbox that create value
- Members place high value on the website, educational opportunities, legislative resources, list serves
- Relationships and collaboration amongst the members
- Knowledge sharing, networking
- The work of the Transition Team



## Themes That Emerged – What Needs Addressing

- **Lack of trust**
  - Members to Board – Board to Members – Members to Members – Board to Board
- **Board ineffectiveness**
  - Apathy (lack of attendance, communication, commitment)
  - Poor meeting protocols
  - Lack of respect
  - Lack of accountability
- **Poor communication practices throughout the entire Association**

## Themes That Emerged – What Needs Addressing

### ➤ **Need for structural revisions**

- Regions redrawn
- Board restructured
  - Add EOs as eligible to be elected to Board
  - Eliminate “seat type” requirement so all commissioners elected to the Board at-large within their respective region
- Regional Officer model revised
- Board Committees revised

### ➤ **Member LAFCOs need to recalibrate expectations given the resources they are willing to contribute**

- **Associate Members are committed to LAFCO & CALAFCO and want to be engaged more by CALAFCO – they have value to add if given the chance**

## Themes That Emerged – How to Address

### **Trust:**

- Rebuild/strengthen trust – one brick at a time
- Requires being open to trust – must give each other a chance & understand the intended/unintended consequences of actions and decisions (both Board & Member LAFCOs)

### **Communication:**

- Overwhelmingly regions want CALAFCO to host regional meetings
- Majority want CALAFCO rep to attend their LAFCO meeting
- Increase communication – make it regular, consistent, accurate & 2-way
- Communication framework & Communication Code of Conduct currently being developed to support addressing communication Association-wide

## Themes That Emerged – How to Address

### Resources:

- Focus on revitalizing resources (i.e., CALAFCO U, restoring website content, legislative practices)
  - ✓ Some already being done
- Some have action plan to address
- Consider Associate Members as resource partners
  - Develop a more robust Associate Member program for enhanced value and mutual benefit for CALAFCO and all its business partners

## Themes That Emerged – How to Address

### Board ineffectiveness:

- ✓ Developing meeting decorum practices
- ✓ 2025 election policies, procedures, & processes enhanced in effort to strengthen the recruitment process
- ✓ Improving Board meeting planning
- ✓ Numerous policy revisions and newly created policies to support the Board and enhance accountability
- ✓ Developed formal new Board member onboarding & training
- Board members support one another by holding themselves & each other accountable
- Develop mutual respect for one another and the knowledge, skills and expertise of Member LAFCO staff (*learn to balance/blend the value of policy makers and skilled practitioners at the table*)

## Themes That Emerged – How to Address

### Need for structural revisions to maximize effectiveness:

- Regional boundaries
- Board structure & size
- Regional Officer structure
- Committee structures
- Eventually re-evaluating dues structure

## MEMBER COMMENTS



# NEW BUSINESS



## Strengthening the CALAFCO Board

### 2025 Bylaws Amendment Proposal

October 23, 2025



## Why This Matters



Direct response to concerns raised by Member LAFCOs



Part of broader reform efforts (staffing, policies, governance)



Builds a stronger, more responsive, and cohesive CALAFCO



## What's Changing

1. Adds the four Regional Officers as **voting members** of the Board (Section 4.1.1)
2. Regional Officers to be elected as Regional Officer by the Executive Officers within their region (Section 4.1.1)
3. Effective with 2026 election, newly elected Board Members begin term December 1 in year of their election & are seated at first Board meeting thereafter (Section 4.2.1)
4. Adds Board vacancy created by removal of Director pursuant to Section 4.4 (Section 4.3)

## What's Changing

5. Removes ability for a Director to give proxy to the Executive Director for purposes of establishing a quorum (Section 4.5.6)
6. Re-ordered Sections 5.1.3 & 5.1.4
7. When serving as Board Members, Regional Officers not eligible to serve as Board Officers (Section 5.2.5)
8. All other changes are administrative and non-substantive

## When Changes Were Reviewed by the Board & Member LAFCOs

- ❖ **February 7, 2025** – The Board approves recommending adoption to the membership of a majority of today's proposed amendments.
- ❖ **July 25, 2025** – The Board approves recommending adoption to the membership of additional changes (items 3 – 8 on previous slides). Additional recommended amendments are a result of the comprehensive review of Bylaws & Policies & Procedures.

*Member LAFCOs given opportunity to provide input/feedback during the entire process.*

# MEMBER COMMENTS



# REPORT ON THE ASSOCIATION'S WORK AHEAD



## Themes That Emerged – How to Address

### Need for structural revisions to maximize effectiveness:

- Regional boundaries
- Board structure & size
- Regional Officer structure
- Committee structures
- Eventually re-evaluating dues structure

## Addressing the Structural Revisions Theme

- ❖ Regional/Board Restructuring Working Group formed (Sep 2025) from Member LAFCO volunteer EOs, Regional Officers, Interim Executive Director, and Transition Team Consultant
- ❖ Scope of Work:
  - Focus on reviewing the regional structure, Board structure, and committee structure
  - Develop draft of new regional structure
  - Develop draft of new Board structure to include the elimination of “seat types” and include Executive Officers eligible to be elected to the Board (should the Membership approve in Oct 2025)
  - INCLUDE MEMBER LAFCO INPUT THROUGHOUT THE PROCESS

## Addressing the Structural Revisions Theme

- ❖ Working Group met three times since mid-Sep
- ❖ Currently gathering input from LAFCO Executive Officers
- ❖ Prepare DRAFT regional boundaries revised map(s) for Member consideration
- ❖ Prepared DRAFT revised Board & Committees structures to align with new regional boundaries for Member consideration
- ❖ Gather more input/feedback
- ❖ Present to Board with recommendation to Membership for approval at mid-year virtual business meeting – February 23, 2026
- ❖ Development of updated/new Policies & Procedures to support Bylaws changes

## IED Priorities for Nov 2025-Jan 2026

### 1) Restore the CALAFCO Website

The website must be a *living* resource for current updates and the Association's history.

### 2) Engage in Regional Meetings and With Local LAFCOs

Begin attending meetings (virtual and in-person) statewide.

### 3) Launch Quarterly Regional Meetings

Co-host regional in-person meetings with Regional Officers – “Lunch and Learn” format.

### 4) Expand the Annual Report

Launch Report in mid-January to include accomplishments, finances, Board and Committee makeup after the Conference, and upcoming events and direction for 2026.

**MEMBER  
COMMENTS**

