



SUPPORTING SUSTAINABLE  
COMMUNITY GROWTH

# PLANNING RETREAT SUMMARY

MARCH 20-21, 2025

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

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



## Retreat Highlights

### DAY ONE – FOUNDATION AND VISION

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

### DAY TWO – COMMUNICATION AND CULTURE

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

## Emerging Priorities



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



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



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



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



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

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



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