San Diego County
Local Agency Formation Commission
Regional Service Planning | Subdivision of the State of California

SPECIAL MEETING AGENDA
SPECIAL DISTRICTS ADVISORY COMMITTEE

Friday, October 17, 2025
9:30 A.M. to 11:30 A.M.

In-Person Participation
Sweetwater Authority's
Richard A. Reynolds Groundwater Desalination Facility
3066 N. 2nd Avenue, Hydro Station Room
Chula Vista, California 91910

Ann Baldridge RCD of Greater SDC	James Gordon Deer Springs FPD	Rachel Mason Fallbrook Regional HD	Joel Scalzitti Helix WD
Jack Bebee Fallbrook PUD	Tracy Largent Port of San Diego	Dave McQuead Rancho Santa Fe FPD	Mike Sims Bonita-Sunnyside FPD
Paul Bushee Leucadia WWD	Albert Lau Santa Fe ID	Marty Miller Vista ID	Kimberly Thorner Olivenhain MWD
Jeff Egkan North County FPD	Hector Martinez South Bay Water	Mark Robak Otay WD	

The Special Districts Advisory Committee is responsible for helping to inform the Commission on all germane items relating to San Diego LAFCO's regulatory and planning responsibilities affecting special districts.

The Committee will hold the October 17, 2025 meeting in person at the Sweetwater Authority's Richard A. Reynolds Groundwater Desalination Facility, Hydro Station Room (3066 N. 2nd Avenue, Chula Vista, California 91910). In person attendance by the public is welcomed. The public may also watch, listen, and otherwise participate in the meeting remotely by any of the following options.

1. The public may watch and listen to the meeting live on YouTube using the link provided on our website homepage (www.sdlafco.org).

2. The public may watch, listen, and participate in the meeting by Zoom (https://zoom.us/) or by telephone at (669) 900-9128 using Meeting/Webinar ID: 895 6767 7168 and Passcode 508649. Please use the "raise your hand" function in Zoom or push *9 by telephone if/when you wish to speak. Then wait until your name is called before speaking.

   a) The public may provide eComments on any item by emailing erica.sellen@sdcounty.ca.gov
      - eComments received before 4:00 P.M. on Thursday, October 16 2025, will be forwarded to the Committee and posted online before the meeting. They will also be referenced during the meeting.
      - eComments received during the meeting and before the subject item is concluded will be referenced and later posted online.

The Committee may proceed with the meeting, even where there is a disruption that prevents the Committee from broadcasting the meeting to members of the public or from receiving public comment from members of the public using a call-in option or internet-based service option, unless such disruption prevents a member of the Committee is participating under Government Code Section 54953, subdivision (e) or (f).

1. **9:30 A.M. – CALL TO ORDER BY CHAIR**
   a) **Roll Call**
   b) **Pledge Of Allegiance**

2. **AGENDA REVIEW BY CHAIR**

3. **OPEN EXPRESSION**
   This time is reserved for any member of the public to address the Committee on germane topics that are not directly part of the agenda. This includes requests for future Committee topics. Individuals are limited to three minutes.

4. **CONSENT ITEMS**

   a) **Approval of Meeting Minutes for July 18, 2025 (action)**
   The Committee will consider draft summary minutes prepared for the last meeting held on July 18, 2025. Staff recommends approval as presented. (Pages 5-10)

   b) **Progress Report on 2025-2026 Workplan (information)**
   The Committee will receive an update on the adopted workplan and activities related to the 30 special projects scheduled for 2025-2026. Information only. (Pages 11-16)

   c) **Legislative Report (information)**
   The Committee will receive a report on legislation introduced this session relevant to San Diego LAFCO's regulatory and planning responsibilities. The item also provides an update on the Committee's interest and related San Diego LAFCO workplan direction to pursue legislation addressing recent recommendations in a U.C. Berkeley study. Item is presented for information with the opportunity for the Committee to pull for discussion. (Pages 17-22)

   d) **Update on Commission Action to Join Monterey LAFCO Amicus Brief (information)**
   The Committee will receive an update on San Diego LAFCO's recent action to join an amicus brief in support of Monterey LAFCO's appeal of a trial court decision with potential statewide implications. The Commission approved participation at its October 6th meeting and authorized contribution of up to $1,200. The brief, led by Monterey LAFCO and prepared by Nossaman LLP, seeks to affirm LAFCO decisions are governed by substantial evidence as provided under LAFCO law. Information only. (Pages 23-58)

5. **BUSINESS ITEMS**

   a) **Updated Rolling Five-Year Study Schedule (information)**
   The Committee will receive a report on the Commission's rolling five-year study schedule. This update follows the Commission's action in October 2025 to roll the existing schedule forward and reset the coverage period from FY 2026 through FY 2030, and aligning the study schedule with the adopted workplan. Two notable adjustments are included: removal of the now-completed Oceanside regional review and addition of several new reviews. Consistent with prior practice, the first two years correspond to municipal service reviews authorized and funded in the adopted workplan, including the newly added review of the Port District. The final three years function as an advanced planning tool to signal long-term intentions and provide local agencies and the public with notice of upcoming reviews. This item is presented to the Committee for information with the opportunity to advance formal comments and/or recommendations to the Commission as needed. (Pages 59-68)

   Contact: Priscilla Mumpower, Assistant Executive Officer

BUSINESS ITEMS CONTINUED …

b) **Update on High Priority Project |**
Municipal Service Review on Wholesale Water Agencies in San Diego County (discussion)
The Committee will receive an update on San Diego LAFCO's municipal service review (MSR) of wholesale water agencies in San Diego County—one of ten high-priority projects in the adopted 2025–2026 workplan. The study includes a comprehensive review of the San Diego County Water Authority (CWA) and a proportional review of the Metropolitan Water District of Southern California (MET). This item is presented for discussion, with an opportunity for the Committee to provide input on interests or priorities related to wholesale water service delivery and governance on behalf of special districts in San Diego County. (Pages 69-78)

Contact: Priscilla Mumpower, Assistant Executive Officer

c) **Update on Sustainable Agricultural Lands Conservation Grant (SALC 2.0) (discussion)**
The Committee will receive an update on the Commission's ongoing Sustainable Agricultural Lands Conservation (SALC) planning grant, known as "SALC 2.0." This project is being conducted in partnership with the County of San Diego's Planning and Development Services and builds on findings from the initial SALC grant to analyze economic challenges facing small-scale agricultural operations and identify policy solutions. SALC 2.0 is currently in its fifth phase to develop a strategic plan for incentives, technical assistance, regulatory improvements, and other support mechanisms for small-scale agriculture. Staff seeks Committee input on two key topics: incorporating agricultural analysis into the municipal service review program and establishing a regional working group to promote affordable water access for farmers and potential special district participation. (Pages 79-84)

Contact: Michaela Peters, Analyst II

d) **Workplan Update on High-Mid Priority Project |**
San Diego LAFCO Website Refresh + Content Expansion (information)
The Committee will receive an update on one of San Diego LAFCO's high- to mid-priority projects included in the current adopted workplan: the redesign of the LAFCO website. The project is currently underway with consultant Chase Design and explores website enhancement options, with a focus on aesthetic design, accessibility, usability, and expanded content. As part of this broader modernization effort, the project also includes reimagining the LAFCO logo to reflect a more streamlined design. The Committee will receive a verbal report – including a walk-through presentation of the current website – with the opportunity to provide feedback and input to staff. (Pages 85-88)

Contact: Aiden Velasquez, Communications Associate

e) **Introduction | San Diego Unified Port District + Related Activities (information)**
The Committee will receive an introduction to the San Diego Unified Port District. This introduction follows recent actions by San Diego LAFCO to formally include the Port as a special district under its oversight. As part of this action, the Port is now contributing an annual apportionment to LAFCO and is featured in the FY 2025–2026 workplan through the initiation of an inaugural Municipal Service Review. Tracy Largent, Chief Financial Officer/Treasurer of the Port, will provide the Committee with an overview of the Port's mission, governance, and key activities relevant to special districts within San Diego County. The item is presented for information with an opportunity to provide feedback. (Pages 89-92)

Contact: Michaela Peters, Analyst II

BUSINESS ITEMS CONTINUED …

f) Update: Development of Weighted Water Rate Comparison Formula (discussion)
The Committee will receive a verbal report on the development of a weighted water rate comparison formula being prepared in collaboration with consultant Tom Kennedy. The formula is intended for use in upcoming Municipal Service Reviews (MSRs) to enhance the evaluation of agencies' water rates. The update will highlight progress to date and next steps in incorporating factors such as topography and infrastructure variations among agencies. This item is presented for discussion and feedback.

Contact: Tom Kennedy, LAFCO Consultant

6. COMMITTEE MEMBER REPORTS

7. EXECUTIVE OFFICER REPORT

8. ADJOURNMENT

Attest to Posting:

Erica A. Sellen

Erica Sellen
Committee Secretary

Any person with a disability under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet for a meeting upon request. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting.

4a

AGENDA REPORT
Consent | Action

October 17, 2025

TO: Special Districts Advisory Committee

FROM: Erica Sellen, Commission Clerk

SUBJECT: **Approval of Meeting Minutes for July 18, 2025**

SUMMARY

The Special Districts Advisory Committee ("Committee") will receive action minutes prepared for the last meeting held on Friday, July 18, 2025. The minutes are in draft-form and being presented for formal approval with any corrections identified by the Committee.

BACKGROUND

The Ralph M. Brown Act was enacted in 1953 and establishes standards for the public to attend and participate in meetings of local government bodies. The "Brown Act" requires – and among other items – public agencies to maintain written minutes for qualifying meetings.

DISCUSSION

This item is for the Committee to consider approving action minutes prepared by the Committee Secretary for the July 18, 2025 meeting consistent with the Brown Act.

ANALYSIS

The attached action minutes for the July 18, 2025 meeting accurately reflect the Committee's deliberations as recorded by the Committee Secretary. A video recording of the meeting has also been posted online at www.sdlafco.org/meetings.

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Kristi Becker, City of Solana Beach
Dane White, City of Escondido
John McCann Alt., City of Chula Vista
Chair Stephen Whitburn, City of San Diego
Marni von Wilpert, Alt., City of San Diego
Vice Chair Barry Willis, Alpine Fire Protection
Jo MacKenzie, Vista Irrigation
David Drake, Alt., Rincon del Diablo
Brigette Browning, General Public
Eileen Delaney, Alt., General Public

RECOMMENDATION

It is recommended the Committee approve the draft action minutes prepared for the July 18, 2025 special meeting as presented and consistent with Alternative One in the proceeding section.

ALTERNATIVES FOR ACTION

The following alternatives are available to the Committee through a single motion:

Alternative One (recommended):
Approve the draft action minutes prepared for the July 18, 2025 meeting with any desired corrections or clarifications.

Alternative Two:
Continue to the next regular meeting and provide direction to staff as needed.

PROCEDURES

This item has been placed on the Committee's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Committee.

Respectfully,

Erica A. Sellen

Erica Sellen
Commission Clerk

Attachment: as stated

DRAFT
SAN DIEGO COUNTY LOCAL AGENCY FORMATION COMMISSION
SPECIAL DISTRICTS ADVISORY COMMITTEE
SPECIAL MEETING
July 18, 2025

Rancho Santa Fe Fire Protection District
18027 Calle Ambiente, Suite 101, Cielo Boardroom
Rancho Santa Fe, California 92067

1. 9:30 A.M. – CALL TO ORDER BY CHAIR

Chair Kimberly Thorner called the meeting to order at 9:32 a.m.

Item 1a
ROLL CALL

Chair Kimberly Thorner requested a roll call from the Committee Secretary.

Members Present:	Members Absent:
Chair Kimberly Thorner (Olivenhain MWD)	Paul Bushee (Leucadia WWD)
Vice Chair Jack Bebee (Fallbrook PUD)	Jeff Egkan (North County FPD)
Ann Baldridge (RCD Greater San Diego County)	Hector Martinez (South Bay ID)
James Gordon (Deer Springs FPD)	Marty Miller (Vista ID)
Albert Lau (Santa Fe ID) (arrived at 9:43 a.m.)	Joel Scalzitti (Helix WD)
Rachel Mason (Fallbrook Regional HD)	Oliver Smith (Valley Center MWD)
Dave McQuead (Rancho Santa Fe FPD)	
Mark Robak (Otay WD)	
Mike Sims (Bonita-Sunnyside FPD)	

The Committee Secretary confirmed a quorum with nine members present. The following members of San Diego LAFCO staff were present at roll call: Executive Officer Keene Simonds; Assistant Executive Officer Priscilla Mumpower; Local Government Analyst II Michaela Peters; Local Government Analyst I Meghan Traynor; Communications Associate Aiden Velasquez; GIS Analyst Dieu Ngu; and Commission Clerk Erica Sellen serving as Committee Secretary. LAFCO Consultants Pat Bouteller, Mike Stein, and Tom Kennedy were also present.

Item 1b
PLEDGE OF ALLEGIANCE

Dave McQuead (Rancho Santa Fe FPD) led the Pledge of Allegiance.

2. AGENDA REVIEW BY CHAIR

Chair Kimberly Thorner asked the Executive Officer if there were requests to remove or rearrange items on the agenda. The Executive Officer stated no changes were needed to the agenda.

Chair Thorner invited Chief Dave McQuead to go over house rules and discuss the option of taking a tour after the meeting.

3. OPEN EXPRESSION

Chair Kimberly Thorner asked if there were any members of the public who wished to address the Committee on a germane topic that is not directly part of the agenda.

The Committee Secretary confirmed there were no pre-registered speakers and no live email comments.

4. CONSENT ITEMS

a) Approval of Meeting Minutes for April 18, 2025 (action)
The Committee considered draft summary minutes prepared for the last meeting held on April 18, 2025. Recommendation to approve as presented.

b) Progress Report on 2025-2026 Workplan (information)
The Committee received an update on the adopted workplan and activities related to the 30 special projects scheduled for 2025-2026. Information only.

c) Policy Amendments |
Commission Approved Special Districts Advisory Committee Rules (information)
The Committee received an update on the recently approved amendments to its formal rules. These amendments were presented to the Commission at its June 2, 2025 meeting – following the Committee's approval in April – and received approval with a few modifications. Information only.

**

On motion by Mike Sims (Bonita-Sunnyside FPD) and seconded by Dave McQuead (Rancho Santa Fe FPD), the Committee unanimously approved the Consent Calendar.

5. BUSINESS ITEMS

a) Legislative Report (information)
The Committee received a report summarizing legislative items of interest related to LAFCO's regulatory and planning responsibilities. The report specifically highlights seven bills with potential material implications for LAFCOs, including two measures – AB 356 (Patel) and AB 448 (Patel) – that directly involve the Palomar Healthcare District. During the June 2, 2025 LAFCO meeting, the Commission formally voted to adopt a support position for AB 356, if amended, and AB 448. Information only.

Staff presentation provided by Local Government Analyst I Meghan Traynor.

Chair Thorner proceeded to invite questions and/or comments from the Committee.

General discussion followed. No action.

BUSINESS ITEMS CONTINUED…

b) **Current Workplan Update on High Priority Project | Municipal Service Review on Healthcare Districts in San Diego County (information)**
The Committee received an update on the current adopted workplan focusing on one of San Diego LAFCO's highest placed priorities involving a Municipal Service Review (MSR) on the four healthcare districts in San Diego County including: Fallbrook, Palomar, Grossmont, and Tri-City. The review will be divided into two parts and will encompass: an overarching analysis of the district's services (macro report), followed by a detailed examination (micro report). The update was provided for information with an opportunity for Committee members to provide feedback to staff on interests and/or priorities on behalf of special districts in San Diego County.

Staff presentation provided by Local Government Analyst II Michaela Peters.

Chair Thorner proceeded to invite questions and/or comments from the Committee.

General discussion followed. No action.

c) **Current Workplan Update on High Priority Project | Municipal Service Review on Wholesale Water Agencies in San Diego County (information)**
The Committee received an update on the current adopted workplan, with a focus on San Diego LAFCO's highest-priority project involving a Municipal Service Review (MSR) of wholesale water agencies operating within San Diego County. This MSR includes a comprehensive review of the San Diego County Water Authority (CWA) and a proportional review of the Metropolitan Water District of Southern California (MET). The update was provided for information with an opportunity for Committee members to provide feedback to staff on interests and/or priorities on behalf of special districts in San Diego County.

Staff presentation provided by Assistant Executive Officer Priscilla Mumpower with introduction of new LAFCO Consultant Pat Bouteller.

Chair Thorner proceeded to invite questions and/or comments from the Committee.

General discussion followed covering topics including CWA rates, financial matters, the recent settlement with MWD, and governance issues. No action.

d) **Special Governance Study on the Oceanside Small Craft Harbor District (discussion)**
The Committee reviewed a preliminary scope of work involving a special governance study on the Oceanside Small Craft Harbor District (SCHD). This study ties to the Commission's adopted workplan and a formal recommendation adopted as part of the Municipal Service Review (MSR) on the Oceanside region. This item was presented to the Committee for discussion with an opportunity to offer input prior to staff finalizing the scope of work.

Staff presentation provided by Local Government Analyst II Michaela Peters.

Chair Thorner proceeded to invite questions and/or comments from the Committee.

General discussion followed. The Executive Officer then invited members to form a working group to help inform the progression of the governance study. No action.

6. COMMITTEE MEMBER REPORTS

- Mike Sims noted that the SDCWA will provide a "Water 101" presentation to the Fire Chief's Association on August 7th at 9:30am.

- Dave McQuead thanked Albert Lau and Kimberly Thorner for their collaboration at a recent town hall meeting held on July 16th to discuss emergency preparedness and coordination between utility and fire service providers.

- Ann Baldridge provided a final SALC 1.0 bounded report.

- Chair Kimberly Thorner provided an update on a recent presentation she delivered at the State Senate.

7. EXECUTIVE OFFICER REPORT

Executive Officer Keene Simonds noted the following items:

- Introduced new LAFCO Consultant Pat Bouteller.

- Local Government Analyst I Joelle Burila welcomed a baby girl and will be on maternity leave through the balance of the calendar year.

- A regular public member is expected to be appointed at LAFCO's August 4th meeting.

8. ADJOURNMENT

With no further business, the Special Districts Advisory Committee meeting was adjourned at 10:47 a.m.

Attest:

Erica Sellen
Committee Secretary

4b

AGENDA REPORT
Consent | Information

October 17, 2025

TO: Special Districts Advisory Committee

FROM: Keene Simonds, Executive Officer
Priscilla Mumpower, Assistant Executive Officer

SUBJECT: **Progress Report on 2025-2026 Workplan**

SUMMARY

The Special Districts Advisory Committee ("Committee") will receive an update on the adopted 2025-2026 workplan and related activities. As the fiscal year proceeds into the second quarter, 10 of the 30 special projects are substantively underway with most activity focused on the Commission's top 10 high-priority items. Ongoing projects include municipal service reviews of wholesale water providers, local healthcare districts, and the San Diego Association of Governments. Other high-priority efforts underway include the preparation of a white paper on homeless services, administration of the SALC 2.0 grant, and a website refresh project. The item is provided to the Committee for information only.

BACKGROUND

San Diego LAFCO adopted its current fiscal year workplan at a public hearing in May 2025. The workplan includes 30 special projects divided into two distinct categories – statutory and administrative – with priority assignments established by the Commission.

DISCUSSION

This item provides the Committee with an update on the commencement and continuation of special projects approved as part of the 2025–2026 workplan. A full project status report

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is attached and shows eight of the ten high-priority projects are substantively underway. Staff resources are currently focused on advancing the first five priority projects, all of which involve municipal service reviews. Updates on these MSRs were provided at the Committee's July 18th meeting. A separate quarterly update on the top-priority MSR — covering the San Diego County Water Authority (comprehensive review) and the Metropolitan Water District of Southern California (limited review) — is included under Agenda Item 5b. Other high- and mid-priority projects are also advancing, with additional details provided below.

Priority No. 8 | White Paper on Homeless Services
LAFCO staff has held four meetings with consultant Technical Assistance Collaborative and initiated data collection to (a) map the regional ecosystem of homeless services and (b) research performance metrics to evaluate the regional continuum of care system. The project will conclude with an overview of best practice recommendations on existing services and governance models, along with potential alternatives to improve coordination among agencies and organizations serving the homeless within the County.

Priority No. 10 | SALC Planning Grant 2.0
LAFCO staff continues to collaborate with the County's Planning and Development Services Department and consultant RICK Engineering to develop a Strategic Plan under Task 5 of the grant contract. This effort integrates findings from the Market and Gap Analyses prepared by Agricultural Impact Associates LLC and incorporates stakeholder feedback. Additional details will be provided as part of Agenda Item 5c.

Priority No. 13 | Website Refresh and Content Expansion
LAFCO staff is working with consultant Chase Design to explore options for redesigning the LAFCO website, with a focus on aesthetic design, accessibility, usability, and expanded content. This project also includes redesign of the LAFCO logo as part of a broader modernization effort. Additional details will be provided as part of Agenda Item 5d.

Priority No. 15 | Special Study of the Oceanside Small Craft Harbor District
LAFCO staff has initiated this study with consultant Adam Wilson. An initial stakeholder meeting with Harbor District representatives and City of Oceanside staff was held on September 24th to review the draft scope of work and gather feedback. Staff is now working to finalize a list of potential consultants with experience in Harbor District operations. The consultant will assist in evaluating the District's finances and exploring alternative governance models.

ANALYSIS

None.

RECOMMENDATION

This item is presented to the Committee for information only.

ALTERNATIVES FOR ACTION

None.

PROCEDURES

This item has been placed on the Committee's agenda for information as part of the consent calendar.

On behalf of the Executive Officer,



Priscilla Mumpower
Assistant Executive Officer

Attachment:

1) 2025-2026 Workplan Status

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ADOPTED WORKPLAN FOR FY2025-2026
Status as of October 10, 2025

Priority	Tier	Type	Project	Description
Ongoing	…	Statutory	Applicant Proposals and Requests	Prioritize resources to address applicant proposals and related requests
Ongoing	…	Administrative	Targeted LAFCO Presentations	Coordinate timely public outreach; emphasis on informing stakeholders ahead of MSR work
Ongoing	…	Statutory	Workplan and Budget Management	Actively manage the workplan and budget resources with regular updates to the Commission

Priority	Tier	Type	Project	Description	Status
1a	Highest	Statutory	MSR | Wholesale Water Service Providers	Service-specific study on principal wholesale water suppliers – CWA (comprehensive) + MET (abbreviated)	
1b	Highest	Statutory	MSR | Healthcare Districts	Service-specific study of the four healthcare districts in San Diego County; addendum expected	
3	Highest	Statutory	MSR | SANDAG	Agency-specific study of SANDAG (transportation, housing planning, + climate adaption planning)	
4a	Highest	Statutory	MSR | Carlsbad-Encinitas Region I: Carlsbad	Region-specific study on City of Carlsbad + Carlsbad MWD	
4b	Highest	Statutory	MSR | Carlsbad-Encinitas Region II: Encinitas	Region-specific study on City of Encinitas + special districts (Olivenhain, Leucadia, San Dieguito)	
6a	High	Statutory	MSR | Vista-San Marcos Region I: San Marcos	Regional MSR on City of San Marcos + special districts (Vallecitos, San Marcos FPD, Vista ID)	
6b	High	Statutory	MSR | Vista-San Marcos Region II: Vista	Regional MSR on City of Vista + Buena SD	
8	High	Administrative	White Paper | Homeless Services	Evaluate the scope-scale of homeless services in SD County + potential governance options	
9	High	Administrative	White Paper | Public Recreation @ City Reservoirs	Assess public recreation at City of SD's unincorporated reservoirs + potential governance alternatives	
10	High	Administrative	SALC Planning Grant 2.0	Complete multi-year grant to inform + enhance small farming operations in SD County	
11a	High-Mid	Statutory	MSR | Solana Beach – Del Mar Region I: Cities	Region-specific study on mid coast I-5 municipalities (Solana Beach and Del Mar)	
11b	High-Mid	Statutory	MSR | Solana Beach – Del Mar Region II: Districts	Regional MSR on mid coast I-5 districts (Santa Fe ID + CSA 17)	
13	High-Mid	Administrative	Website Refresh + Content Expansion	Work with outside consultant to design and launch website refresh w/enhanced end-user features	
14	High-Mid	Statutory	MSR | San Diego Unified Port District	Agency-specific study of the Port (harbor, recreation, public safety, + community development)	
15	High-Mid	Statutory	Special Study | Oceanside SCHD	Prepare special study on SCHD detailing revenues/expenses + potential governance alternatives	
16	Mid	Administrative	Outside Audit | RFP + Selection	Prepare and circulate RFP and select new outside auditor beginning with FY2025 statements	
17	Mid	Administrative	Outside Audit | FY2025	Complete outside audit of financial statements for FY25 with supplemental information	
18	Mid	Administrative	Pilot Grant Program	Establish pilot program to explore grant opportunities to help fund special projects at LAFCO	
19	Mid	Administrative	Special Districts Advisory Committee	Provide administrative support to the SDAC and hold no less than three meetings in FY2026	
20	Mid	Administrative	Cities Advisory Committee	Provide administrative support to the CAC and hold no less than two meetings in FY2026	

Priority	Level	Type	Project	Description	Status
21	Mid-Low	Statutory	RCD Ad Hoc Committee: Part II	Complete part II of RCD boundary true ups to inform sphere updates for local RCDs	
22	Mid-Low	Statutory	MSR | South Coast Region I – Cities	Region-specific study on south coast Cities (Chula Vista, Coronado, Imperial Beach and National City)	
23	Mid-Low	Statutory	MSR | Healthcare Districts: Addendum	Address community healthcare needs and related resources + potential governance alternatives	
24	Mid-Low	Administrative	Alternative Membership Organization	Work with other LAFCOs to receive/provide ongoing education and legislative advocacy services	
25	Mid-Low	Administrative	Annual Local Agency Directory	Update and publish annual local agency directory subject to LAFCO oversight	
26	Low	Administrative	Legislative Proposal | UC Berkeley Report	Sponsor/facilitate legislation implementing UC report recommendations on LAFCO efficiencies	
27	Low	Administrative	Commissioner Onboarding	Create a digital toolkit for new Commissioners to help acclimatize to LAFCO	
28	Low	Administrative	Annual SOI-MSR Registry	Update and publish annual registry showing all recorded SOI and MSR actions	
29	Low	Statutory	Applicant Procedures	Update and streamline LAFCO application materials + establish related protocols	
30	Low	Administrative	Featured Work + Tutorial Videos	Produce videos featuring special projects as well as primers on LAFCO duties for online distribution	
	Bullpen	Statutory	MSR | City of San Diego	Agency-specific study and core municipal service functions (water, wastewater, public safety, etc.)	
	Bullpen	Statutory	White Paper | Community Choice	Evaluate the scope and scale of CCAs in SD County and connectivity to LAFCO duties and interests	
	Bullpen	Statutory	Outreach to Sunset/Melrose "Island"	Perform targeted outreach to the island between Oceanside + Vista to assess service needs + possible annexation interests	
	Bullpen	Administrative	Service + Fiscal Indicators	Develop online browser feature to depict service + fiscal indicators among local agencies in SD County	
	Bullpen	Administrative	Liaison with Local Tribes	Establish communication protocols with local tribes with respect to shared interests in regional services + CEQA consultations	
	Bullpen	Statutory	Morro Hills CSD Follow Up	Coordinate and/or otherwise facilitate discussions with County Sheriff to enhance traffic enforcement within the CSD	
	Bullpen	Statutory	Policy Review | Health + Safety Fee Reductions	Review options to revise existing fee reductions for proposals/requests involving public health or safety threats	
	Bullpen	Administrative	LAFCO Meeting Room	Explore opportunities to secure a dedicated LAFCO meeting room with scaled dais and A/V enhancements	
	Bullpen	Statutory	White Paper | Garbage + Landfill Services	Evaluate the scope and scale of garbage collection and disposal services in SD County	
	Bullpen	Statutory	Legislative Proposal | G.C. 56430	Sponsor and/or facilitate amendments establishing community engagement enhancements in MSR statute	
	Bullpen	Statutory	White Paper | School Districts	Evaluate scope and scale of school districts and their baseline capacities for reference in municipal service reviews	
	Bullpen	Statutory	Policy Review | Island Annexations	Consider options to define "substantially surrounded" and provide related mapping services	
	Bullpen	Administrative	LAFCO Workshop	Organize a special workshop for the Commission to discuss strategic objectives over the next five-year period	
	Bullpen	Administrative	Public Access Television	Establish public broadcasting LAFCO meetings on local government channels	
	Bullpen	Administrative	Procedural Flow Charts	Create user friendly flow charts for various LAFCO statutory processes for online publication	
	Bullpen	Statutory	Policy | Fee Schedule Update	Review and update fee schedule to sync with current costs and related considerations	
	Bullpen	Statutory	Policy | CEQA Guidelines	Review and update existing CEQA Implementation guidelines relative to current statute and best practices	
	Bullpen	Statutory	Disadvantaged Unincorporated Communities	Update DUC mapping designations (DUC) in San Diego County based on current census information	
	Bullpen	Administrative	County Planning Groups	Monitor regular meetings of the County's 28 Planning and or Sponsor Groups and directly engage as appropriate	
	Bullpen	Administrative	Local Agency Finder Tool	Develop online feature for users to enter address to identify all overlapping local jurisdictions (cities and districts)	
	Bullpen	Statutory	Policy | Commission Rule No. 4	Modernize Rule No. 4 and its provisions to regulate special districts' service functions and classes	
	Bullpen	Statutory	Special Study | Escondido + Rincon	Study options to consolidate (functional and political) the City of Escondido and Rincon del Diablo MWD	
	Bullpen	Statutory	White Paper | JPAs	Evaluate the status of JPA filings in SD County relative to LAFCO's task in SB 1261	
	Bullpen	Administrative	Policy | Cities Advisory Committee	Coordinate with CAD in updating bylaws and related procedures to sync with current interests/priorities	
	Bullpen	Statutory	Legislative Proposal | G.C. 56133	Sponsor/facilitate amendments to clarify LAFCOs' authority to determine out-of-agency exemptions in (e)	

Complete | Near Complete | Underway | Pending