



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

5i

AGENDA REPORT
 Consent | Action

October 6, 2025

TO: Chair Whitburn and Commissioners

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

SUBJECT: 2025-2026 Workplan Status

SUMMARY

The San Diego County Local Agency Formation Commission (LAFCO) 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. Staff recommends the Commission formally receive and file the update with the opportunity to pull the item for discussion and feedback.

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 San Diego LAFCO with an update on special projects approved as part of the 2025-2026 Workplan. The attached status report lists all 30 projects and shows that eight of the ten high-priority projects are substantively underway.

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Staff resources are currently focused on advancing the first five priority projects, all of which involve municipal service reviews. Updates on these MSR were provided at the August 4 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 7b. 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 three 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. Staff recently presented updates to the Cities Advisory Committee to solicit input which resulted in general support of advancing certain strategic plan recommendations tied to LAFCO. The associated report is provided as Attachment Two.

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.

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

It is recommended San Diego LAFCO receive and file the progress report. This recommendation is consistent with Alternative Action One in the proceeding section.

ALTERNATIVES FOR ACTION

The following alternatives are available to San Diego LAFCO:

Alternative One (recommended):

Receive and file the progress report on the adopted workplan.

Alternative Two:

Continue the item to the next regular meeting and provide directions to staff as needed.

Alternative Three:

Take no action.

PROCEDURES

This item has been placed on San Diego LAFCO'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 Commission.

On behalf of the Executive Officer,



Priscilla Mumpower
Assistant Executive Officer

Attachments:

- 1) 2025-2026 Workplan Status
- 2) Staff Report: Update to Cities Advisory Committee, SALC 2.0

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ADOPTED WORKPLAN FOR FY2025-2026

Status as of September 26, 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: Cities	Region-specific study on north coast I-5 municipalities (Carlsbad and Encinitas)	
4b	Highest	Statutory	MSR Carlsbad-Encinitas Region II: Districts	Region-specific study on north coast I-5 districts (Carlsbad MWD, Olivenhain, Leucadia, et al.)	
6a	High	Statutory	MSR Vista-San Marcos Region I: Cities	Regional MSR on central S-78 corridor municipalities (San Marcos + Vista)	
6b	High	Statutory	MSR Vista-San Marcos Region II: Districts	Regional MSR on central S-78 corridor special districts (Vallecitos, Vista ID, FPDs, et al.)	
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 SCHED	Prepare special study on SCHED 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



San Diego County
Local Agency Formation Commission
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5a

AGENDA REPORT
 Business | Discussion

September 18, 2025

TO: Cities Advisory Committee

FROM: Michaela Peters, Local Government Analyst II
 Meghan Traynor, Local Government Analyst I

SUBJECT: Update on Sustainable Agricultural Lands Conservation Grant (SALC 2.0)

SUMMARY

The Cities Advisory Committee (“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. LAFCO 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 – including potential city participation.

BACKGROUND

Sustainable Agricultural Lands Conservation Program

SALC was created in 2014 as a component of the California Strategic Growth Council and administered by the Department of Conservation. The SALC program is primarily funded through California Climate Investments, a statewide program that provides cap-and-trade

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funds through agricultural conservation acquisition and planning grants for programs intended to reduce greenhouse gas emissions. The principal goals of SALC are stated as:

- Protect at-risk agricultural lands from sprawl, promote growth within existing jurisdictions, maintain open space, and support a healthy agricultural economy.
- Further the purpose of Assembly Bill 32 by avoiding increases in greenhouse gas emissions associated with conversion of agricultural lands to higher-emission uses.

SALC 2.0 | San Diego LAFCO and County of San Diego PDS

In September 2022, San Diego LAFCO, in partnership with PDS submitted a planning grant application under SALC to perform a market analysis for existing and emerging crops – with a focus on small farms – while identifying government opportunities to bridge economic gaps. The Commission – notably – authorized the grant proposal as lead applicant. LAFCO was subsequently awarded a two-year grant in the full amount of \$500,000 with work commencing in June 2023 and through May 2026.¹ San Diego LAFCO has since formally partnered with two consultants – Agricultural Impact Associates and Rick Engineering – in collaboration with PDS on the SALC grant and relative to its six main tasks and deliverables:

1. Grant Management
2. Market Analysis
3. Gap Analysis
4. Outreach & Education Plan
5. Strategic Plan
6. Final Report – “Cultivating Solutions”

Tasks 2 and 3 are now complete. The Market Analysis identified key cost drivers and profitability trends across the county, while the Gap Analysis highlighted the "profitability gap" in four targeted crops: strawberries, lemons, tomatoes, and avocados. These findings are now guiding the development of the Strategic Plan.

Information on public engagement to date is provided in the accompanying footnote.²

¹ San Diego LAFCO and PDS signed a Memorandum of Understanding (MOU) in August 2023 following the Commission’s approval of a draft MOU at its August 7, 2023 meeting. The MOU formalized roles and responsibilities in proceeding with SALC 2.0 and highlighted by bisecting and designating specific tasks to San Diego LAFCO and PDS. The grant was originally scheduled through September 2025 and has since been amended to reach completion by May 2026.

² As part of the SALC 2.0 process, three public workshops have been conducted to engage stakeholders and gather input. The first workshop was held virtually on November 14, 2023 and served as a kickoff to provide an overview of the initiative and approach for the Market and Gap Analyses. The second workshop was held on July 24, 2024 as an in-person open house at the San Diego County Farm Bureau and featured a presentation of market analysis findings and discussion of gap analysis opportunities. The third workshop was held on January 27, 2025 at the Farm Bureau and brought together producers, industry experts, County staff, and community members to review major Gap Analysis findings.

DISCUSSION

The Committee will receive an update on the progress of SALC 2.0 and its focus on the economics of sustaining current and future small farming in the County – including draft strategic recommendations that are developed to date presented as an appendix. Committee feedback is requested with LAFCO staff seeking input on two specific policy topics:

- 1) Feedback on LAFCO’s draft contents for an agricultural analysis to be incorporated into the municipal service review program.
- 2) Feedback on establishing a regional working group to promote affordable water access for farmers – including potential city participation.

ANALYSIS

San Diego LAFCO – in partnership with PDS – is making steady progress on SALC 2.0 activities as described in the preceding section. This progress is marked by remaining on pace to complete all work by Spring 2026. The current phase of the grant (Task 5) focuses on identifying actionable strategies and potential policy recommendations to mitigate profitability shortfalls identified in the Gap Analysis. The final Strategic Plan Report is scheduled for completion by October 2025 with the full SALC 2.0 report anticipated for presentation to the Board of Supervisors in Spring 2026.

RECOMMENDATION

Review and discuss as requested.

ALTERNATIVES FOR ACTION

None.

PROCEDURES

This item has been placed on the Committee’s agenda for discussion as part of the business calendar. The following procedures are recommended in the consideration of this item:

- 1) Receive verbal presentation from staff and any comments from the audience.
- 2) Discuss item and provide feedback as requested.

Respectfully,



Michaela Peters

Local Government Analyst II

Cities Advisory Committee

September 18, 2025 Special Meeting

Agenda Item No. 5a | Update on Sustainable Agricultural Lands Conservation Grant (SALC 2.0)

Appendix:

A. LAFCO Draft Strategic Plan Recommendations

Attachments:

1. [SALC 1.0: Final Report](#)
2. [SALC 2.0: Market Analysis](#)
3. [SALC 2.0 Gap Analysis](#)

Appendix A LAFCO Draft Strategic Plan Recommendations

The Strategic Plan is being developed collaboratively by San Diego LAFCO staff and the County of San Diego PDS, with support from contract consultant RICK Engineering. Based on feedback from the Market and Gap Analyses, LAFCO has identified three draft recommendations for inclusion in the Strategic Plan:

1. Integrating an Agricultural Analysis into Municipal Service Reviews:

- Highlight the economic contributions of agriculture within an agency’s boundaries, including vendors and agritourism.
- Map agricultural acreage within jurisdictions to highlight communities with meaningful agricultural activity for contextual analysis. In urbanized areas, consider urban agriculture and local food systems.
- Review jurisdictional policies that support agriculture, such as water conservation, recycled water, crop swap programs, and climate-smart practices.³
- Review city general plans and specific plans for relevant land use policies related to agriculture, such as the promotion of farmworker housing.

2. **Water Affordability:** Supporting the establishment of a regional working group focused on promoting affordable water access for farmers.

3. **Ongoing Reporting:** Incorporate an annual report into San Diego LAFCO’s workplan to update the Commission on the progress and status of SALC 2.0 Strategic Actions.

³ The SALC 1.0 policy inventory may serve as a valuable framework for assessing local participation in best practices, including land lease programs and other ag-supportive policies. A copy of the final report is provided as Attachment One.

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