



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

**NOTICE OF PUBLIC REVIEW PERIOD AND HEARING**

**Approved Draft Workplan and Budget for FY2022**

Deadline to Submit Written Comments is Friday, April 16, 2021  
 Public Hearing is Scheduled for Monday, May 3, 2021

The San Diego County Local Agency Formation Commission (LAFCO) approved a draft workplan and budget on March 1, 2021. The approved draft workplan outlines 30 specific project goals listed in priority order. This includes both new and existing projects with the latter representing activities already underway and require additional time to complete, such as several municipal service revies in the North County region. The approved draft budget draws on the workplan and tallies \$1.941 million in operating expenses, which represents a net increase of 1.3% and largely tied to changes in employee benefit costs. A matching amount of revenues are also budgeted with one notable internal distinction; agency contributions are fixed to match last year’s apportionments with the difference to be covered by drawing down on additional agency reserves. The approved workplan and budget are available for viewing by visiting the LAFCO website’s homepage.

San Diego LAFCO encourages the funding agencies and the public to review the approved workplan and budget and consider submitting written comments to Tamaron Luckett at [tamaron.luckett@sdcounty.ca.gov](mailto:tamaron.luckett@sdcounty.ca.gov) by Friday, April 16, 2021. Written comments received by this date will be incorporated into a final workplan and budget presented for action at a noticed virtual public hearing on May 3, 2021. Comments may also be provided during the public hearing with related participation instructions available online and by contacting LAFCO staff at 858-614-7755.

PUBLISHED: April 9, 2021

Keene Simonds, Executive Officer  
 San Diego County Local Agency Formation Commission

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# San Diego County Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

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### 2021-2022 Draft Workplan

#### Introduction:

Local Agency Formation Commissions' (LAFCOs) operate under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2001 ("CKH") and are delegated regulatory and planning responsibilities by the Legislature to oversee the formation and subsequent development of local government agencies and their municipal service areas. Common regulatory functions include approving jurisdictional changes (annexations, detachments, etc.) and outside service requests. Common planning functions include preparing studies to independently evaluate the availability, performance, and need for municipal services and establishing and updating spheres of influence – which are the Legislature's version of urban growth boundaries and gatekeepers to future jurisdictional changes – for all cities and special districts. All regulatory and planning activities undertaken by LAFCOs may be conditioned and must be consistent with policies and procedures.

#### Objective:

This document represents San Diego LAFCO's ("Commission") formal 2021-2022 Workplan. The Workplan draws on the recommendations of the Executive Officer as vetted and approved by the Commission. The Workplan is divided into two distinct categories – statutory and administrative – with sequential priority rankings: high; moderate; or low. The underlying intent of the Workplan is to serve as a management tool to allocate Commission resources in a transparent manner over the 12-month period. Further, while it is a stand-alone document, the Workplan should be reviewed in relationship to the adopted operating budget given the planned goals and activities are facilitated and or limited accordingly. Additionally, and as needed, the Commission reserves discretion to amend the Workplan during the fiscal year to address changes in resources and or priorities and to carry-forward projects into subsequent years.

#### Executive Summary:

The 2021-2022 Workplan continues to guide the Commission to prioritize resources in addressing statutory duties and responsibilities. This includes continuing work on existing projects established – but not yet completed – from earlier fiscal years and marked by completing municipal service reviews in north and coastal communities. Several projects are also included to expand the scope and effectiveness of LAFCO's outreach efforts and marked by establishing professional translation services to better engage Spanish-speaking members of the public. Planned policy updates include addressing city island annexation criterion, special district service functions and classes, and environmental justice.

| Priority | Level         | Type           | Project                                       | Description and Key Issues  |
|----------|---------------|----------------|---|---|
| Ongoing  | ...           | Statutory      | Applicant Proposals and Requests              | LAFCO will prioritize its available resources to address proposals involving boundary changes and outside service requests                                |
| Ongoing  | ...           | Administrative | Targeted LAFCO Presentations                  | LAFCO will prioritize public outreach and agency interactions; emphasis on informing stakeholders ahead of MSR work                                       |
| 1        | High          | Statutory      | MSR   Fallbrook-Rainbow Region                | Complete the scheduled review of Fallbrook PUD, Rainbow MWD, San Luis Rey MWD, & North County FPD   |
| 2        | High          | Administrative | Fallbrook and Rainbow Ad Hoc Committee        | Complete the work of the Ad Hoc Committee in assisting in the administrative review of the associated reorganization proposals                            |
| 3        | High          | Administrative | Office Space Needs and Possible Relocation    | Review long-term office space needs and options and make appropriate accommodations ahead of current lease expiring in September 2021                     |
| 4        | High          | Statutory      | MSR   Escondido Region Part II                | Complete the scheduled review of the City of Escondido; follows completion of Part I (Rincon del Diablo MWD and Deer Springs FPD) in 2019-2020            |
| 5        | High          | Administrative | Legislative Proposal   G.C. 56133             | Sponsor and/or otherwise facilitate an amendment to clarify LAFCOs' determine when local agencies require formal approval to provide outside services     |
| 6        | High          | Statutory      | Policy Review   Commission Rule No. 4         | Complete a comprehensive update to Rule No. 4 and its provisions to identify and establish special districts' service functions and classes               |
| 7        | High          | Statutory      | MSR   Oceanside and Carlsbad Region           | Complete scheduled reviews of the Cities of Oceanside and Carlsbad as well as Carlsbad MWD and Morro Hills CSD (coordinate with Encinitas region)         |
| 8        | High          | Statutory      | MSR   Encinitas Region                        | Initiate and complete scheduled reviews of the City of Encinitas and Leucadia WWD, Olivenhain MWD, and San Dieguito WD (coordinate with Oceanside region) |
| 9        | High          | Administrative | English to Spanish Translation                | Establish procedures and practices to translate key documents for Spanish language residents to enhance community outreach efforts                        |
| 10       | High          | Statutory      | Policy Establishment   Environmental Justice  | Consider policy options to address environmental justice in regulatory and planning activities consistent with statutory intent; coordinate with County   |
| 11       | High-Moderate | Administrative | 2020-2021 Audit                               | Complete outside audit of financial statements for 2020-2021 for and ensure consistency with accounting standards by December 2021                        |
| 12       | High-Moderate | Statutory      | 2022-2023 Workplan and Budget                 | Adopt proposed and final workplan and budgets documents by March and May 2022, respectively and with the service of a Budget Committee (new)              |
| 13       | High-Moderate | Statutory      | MSR   San Marcos Region                       | Complete the scheduled reviews of the City of San Marcos, San Marcos FPD, & Vallecitos WD (coordinate with Vista region)                                  |
| 14       | High-Moderate | Statutory      | MSR   Vista Region                            | Complete the scheduled reviews of the City of Vista, Vista ID, Vista FPD, & Buena SD (coordinate with San Marcos region)                                  |
| 15       | High-Moderate | Administrative | Special Districts Advisory Committee          | Provide administrative support to the Special Districts Advisory Committee and hold no less than three formal meetings in FY                              |
| 16       | High-Moderate | Administrative | Cities Advisory Committee                     | Provide administrative support to the Cities Advisory Committee and hold no less than two formal meetings in FY   |
| 17       | Moderate      | Administrative | RCD Ad Hoc Committee                          | Coordinate work of the Ad Hoc Committee in implementing recommendations included in the final MSR on RCDs in San Diego County (ongoing)                   |
| 18       | Moderate      | Administrative | Legislative Proposal   RCDs                   | Facilitate and/or participate in a comprehensive rewrite of RCD law and – among other priorities – clarify service function powers                        |
| 19       | Moderate      | Statutory      | Policy Review   Island Annexations            | Consider options to define “substantially surrounded” and provide related mapping to inform update to existing island annexation policies                 |
| 20       | Moderate      | Administrative | SALT Grant   Ag Trends                        | Initiate grant award and begin two-year project to identify and track agricultural trends in San Diego County   |
| 21       | Moderate-Low  | Statutory      | MSR   Pauma Valley Region                     | Complete the scheduled review of Pauma MWD, Pauma CSD, Yuima MWD, Mootamai MWD, and Rincon Ranch CSD  |
| 22       | Moderate-Low  | Statutory      | Informational Report   Mutual Water Companies | Prepare a report identifying private mutual water companies in San Diego County and key service characteristics consistent with AB 54                     |
| 23       | Moderate-Low  | Administrative | Social Media                                  | Continue to establish and expand social media presence in communicating and receiving information with the public   |
| 24       | Moderate-Low  | Administrative | SANDAG  | Participate in SANDAG's Technical Working Group (TWG) and provide annual update to the Commission on shared interests                                     |
| 25       | Moderate-Low  | Administrative | Application Procedures                        | Streamline existing application packet to be more user-friendly; address new statutory requirements   |
| 26       | Low           | Administrative | GIS Mapping   Outside Utility Services        | Establish a new GIS layer to identify existing outside wastewater and water services approved by the Commission   |
| 27       | Low           | Administrative | Website Enhancement   SGMA                    | Add a dedicated page to the LAFCO website addressing SGMA and related GSA activities in San Diego County  |
| 28       | Low           | Administrative | Website Enhancement   Video Discussions       | Add video discussions on current LAFCO projects and key duties on the website and cross-connected to social media   |
| 29       | Low           | Administrative | Annual Local Agency Directory                 | Update and publish an annual local agency directory subject to LAFCO oversight  |
| 30       | Low           | Administrative | SOI/MSR Annual Report                         | Update and publish an annual report documenting all recorded municipal service review and sphere of influence actions in San Diego County                 |



# San Diego County Local Agency Formation Commission

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## OPERATING EXPENSES

### Salaries and Benefits Unit

| Account No. | Description                                   |
|-------------|---|
| 51110-51310 | Salaries and Wages                            |
| 51410       | Retirement - SDCERA                           |
| 51415       | Retirement - Post Employment Benefits         |
| 51421       | Retirement - Post Employment Benefits - Bonds |
| 51450       | Payroll Taxes: Social Security and Medicare   |
| 51510-51550 | Group Insurance: Health and Dental Coverage   |
| 51560       | Unemployment Insurance                        |

### Services and Supplies Unit

| Account No. | Description                            |
|-------------|--|
| 52074       | Telecommunications                     |
| 52138       | General Liability Insurance            |
| 52178       | Vehicle - Maintenance                  |
| 52182       | Vehicle - Fuel                         |
| 52270       | Memberships                            |
| 52304       | Miscellaneous                          |
| 52330       | Office: General                        |
| 52332       | Office: Postage                        |
| 52334       | Office: Printing                       |
| 52336       | Office: Books and Guidelines           |
| 52338       | Office: Drafting/Engineering           |
| 52344       | Office: Supplies and Furnishings       |
| 52354       | Office: County Mail Services           |
| 52370       | Professional Services: Consultants     |
| 52490       | Publications and Legal Notices         |
| 52504       | Leases: Equipment                      |
| 52530       | Leases: Office Space                   |
| 52550       | Special Expenses: County Overhead      |
| 52562       | Special Expenses: New Hire Backgrounds |
| 52566       | Special Expenses: Minor Equipment      |
| 52602       | Computer Training                      |
| 52610       | Travel and Training   In County        |
| 52612       | Employee Auto                          |
| 52622       | Travel and Training   Out of County    |
| 52704-52722 | Reimbursements: Network                |
| 52723       | Reimbursements: Data Center            |
| 52725       | Reimbursements: Financial Systems      |
| 52726-52732 | Reimbursements: Desktop Computing      |
| 52734       | Reimbursements: Help Desk              |
| 52750-52754 | Reimbursements: Catalog Equipment      |
| 52758       | Reimbursements: Vehicle Lease          |

|                                   |   | FY 2019-2020     |                  | FY 2020-2021     |                  | FY 2021-2022     |                        |                       |
|-----------------------------------|---|------------------|------------------|------------------|------------------|------------------|------------------------|-----------------------|
|                                   |   | Adopted          | Actuals          | Adopted          | Estimates        | Draft            | Prior FY Difference \$ | Prior FY Difference % |
| <b>Salaries and Benefits Unit</b> |   |                  |                  |                  |                  |                  |                        |                       |
| 51110-51310                       | Salaries and Wages                            | 722,780          | 695,356          | 763,339          | 769,295          | 756,365          | (6,974)                | -0.9%                 |
| 51410                             | Retirement - SDCERA                           | 258,148          | 255,294          | 272,668          | 296,538          | 301,077          | 28,408                 | 10.4%                 |
| 51415                             | Retirement - Post Employment Benefits         | 10,539           | 10,165           | 10,977           | 11,465           | 9,164            | (1,813)                | -16.5%                |
| 51421                             | Retirement - Post Employment Benefits - Bonds | 40,321           | 38,219           | 41,998           | 43,989           | 37,655           | (4,343)                | -10.3%                |
| 51450                             | Payroll Taxes: Social Security and Medicare   | 53,393           | 49,698           | 55,613           | 52,907           | 55,934           | 321                    | 0.6%                  |
| 51510-51550                       | Group Insurance: Health and Dental Coverage   | 100,234          | 105,031          | 103,116          | 112,471          | 130,169          | 27,053                 | 26.2%                 |
| 51560                             | Unemployment Insurance                        | 3,769            | 138              | 2,000            | 240              | 2,000            | -                      | 0.0%                  |
|                                   |   | <b>1,189,184</b> | <b>1,153,901</b> | <b>1,249,712</b> | <b>1,286,904</b> | <b>1,292,364</b> | <b>42,652</b>          | <b>3.4%</b>           |
| <b>Services and Supplies Unit</b> |   |                  |                  |                  |                  |                  |                        |                       |
| 52074                             | Telecommunications                            | 3,600            | 3,829            | 3,636            | 5,235            | 6,336            | 2,700                  | 74.3%                 |
| 52138                             | General Liability Insurance                   | -                | 3,419            | -                | 10,576           | 10,787           | 10,787                 |                       |
| 52178                             | Vehicle - Maintenance                         | 1,500            | 1,309            | 980              | 960              | 980              | -                      | 0.0%                  |
| 52182                             | Vehicle - Fuel                                | 1,000            | 245              | 1,000            | 300              | 500              | (500)                  | -50.0%                |
| 52270                             | Memberships                                   | 28,139           | 18,049           | 25,412           | 19,477           | 25,510           | 98                     | 0.4%                  |
| 52304                             | Miscellaneous                                 | 50               | 10               | 50               | 25               | 50               | -                      | 0.0%                  |
| 52330                             | Office: General                               | 7,420            | 4,781            | 7,420            | 3,742            | 6,420            | (1,000)                | -13.5%                |
| 52332                             | Office: Postage                               | 500              | 275              | 500              | -                | 250              | (250)                  | -50.0%                |
| 52334                             | Office: Printing                              | 10,000           | 1,199            | 10,000           | 2,500            | 8,000            | (2,000)                | -20.0%                |
| 52336                             | Office: Books and Guidelines                  | 2,000            | 4,112            | 2,000            | 3,500            | 2,000            | -                      | 0.0%                  |
| 52338                             | Office: Drafting/Engineering                  | 50               | -                | 50               | -                | 50               | -                      | 0.0%                  |
| 52344                             | Office: Supplies and Furnishings              | 17,800           | 8,145            | 15,800           | 10,308           | 14,300           | (1,500)                | -9.5%                 |
| 52354                             | Office: County Mail Services                  | 10,000           | 8,514            | 10,000           | 6,905            | 10,000           | -                      | 0.0%                  |
| 52370                             | Professional Services: Consultants            | 234,505          | 226,762          | 190,094          | 236,432          | 199,740          | 9,646                  | 5.1%                  |
| 52490                             | Publications and Legal Notices                | 4,650            | 8,088            | 4,650            | 8,100            | 4,650            | -                      | 0.0%                  |
| 52504                             | Leases: Equipment                             | 6,600            | 5,915            | 6,600            | 6,094            | 6,600            | -                      | 0.0%                  |
| 52530                             | Leases: Office Space                          | 82,657           | 81,877           | 84,764           | 83,924           | 84,764           | -                      | 0.0%                  |
| 52550                             | Special Expenses: County Overhead             | 100,896          | 48,613           | 91,507           | 57,578           | 75,346           | (16,161)               | -17.7%                |
| 52562                             | Special Expenses: New Hire Backgrounds        | -                | -                | -                | 1,112            | -                | -                      |                       |
| 52566                             | Special Expenses: Minor Equipment             | 1,000            | 641              | 1,000            | -                | 500              | (500)                  | -50.0%                |
| 52602                             | Computer Training                             | 2,000            | -                | 2,000            | -                | 500              | (1,500)                | -75.0%                |
| 52610                             | Travel and Training   In County               | 4,500            | 7,367            | 4,500            | 907              | 3,000            | (1,500)                | -33.3%                |
| 52612                             | Employee Auto                                 | 9,700            | 8,779            | 9,700            | 7,920            | 8,700            | (1,000)                | -10.3%                |
| 52622                             | Travel and Training   Out of County           | 23,550           | 13,271           | 19,925           | 19,925           | 5,000            | (14,925)               | -74.9%                |
| 52704-52722                       | Reimbursements: Network                       | 30,000           | 29,065           | 30,000           | 31,626           | 30,000           | -                      | 0.0%                  |
| 52723                             | Reimbursements: Data Center                   | 45,000           | 29,233           | 45,000           | 36,653           | 45,000           | -                      | 0.0%                  |
| 52725                             | Reimbursements: Financial Systems             | 20,000           | 23,320           | 20,000           | 20,384           | 20,000           | -                      | 0.0%                  |
| 52726-52732                       | Reimbursements: Desktop Computing             | 25,000           | 51,246           | 25,000           | 44,289           | 25,000           | -                      | 0.0%                  |
| 52734                             | Reimbursements: Help Desk                     | 3,000            | 2,689            | 3,000            | 2,538            | 3,000            | -                      | 0.0%                  |
| 52750-52754                       | Reimbursements: Catalog Equipment             | 45,000           | 38,602           | 45,000           | 14,075           | 45,000           | -                      | 0.0%                  |
| 52758                             | Reimbursements: Vehicle Lease                 | 2,000            | 1,986            | 2,000            | 1,986            | 2,000            | -                      | 0.0%                  |
|                                   |   | <b>722,117</b>   | <b>631,341</b>   | <b>661,588</b>   | <b>637,070</b>   | <b>643,984</b>   | <b>(17,604)</b>        | <b>-2.7%</b>          |

**OPERATING EXPENSES CONTINUED...**

**Other Units**

| Account No. | Description            |
|-------------|------------------------|
| 53585       | Equipment Depreciation |
| 54955-54961 | Fixed Assets           |

|  |                | FY 2019-2020 |           | FY 2020-2021 |           |
|--|----------------|--------------|-----------|--------------|-----------|
|  |                | Adopted      | Actuals   | Adopted      | Estimates |
|  |                | 2,500        | 2,500     | 2,500        | 2,500     |
|  |                | 2,500        | -         | 2,500        | -         |
|  |                | 5,000        | 2,500     | 5,000        | 2,500     |
|  | EXPENSE TOTALS | 1,916,300    | 1,787,742 | 1,916,300    | 1,926,474 |

| FY 2021-2022 |                           |                          |
|--------------|---------------------------|--------------------------|
| Draft        | Prior FY<br>Difference \$ | Prior FY<br>Difference % |
| 2,500        | -                         | 0.0%                     |
| 2,500        | -                         | 0.0%                     |
| 5,000        | -                         | 0.0%                     |
| 1,941,348    | 25,048                    | 1.3%                     |

**OPERATING REVENUES**

**Intergovernmental Unit**

| Account No. | Description                        |
|-------------|------------------------------------|
| 45918.1     | Apportionments   County            |
| 45918.2     | Apportionments   Cities (less SD)  |
| 45918.3     | Apportionments   City of San Diego |
| 45918.4     | Apportionments   Special Districts |

|  |                | FY 2019-2020 |           | FY 2020-2021 |           |
|--|----------------|--------------|-----------|--------------|-----------|
|  |                | Adopted      | Actuals   | Adopted      | Estimates |
|  |                | 486,771      | 486,771   | 483,914      | 483,914   |
|  |                | 486,771      | 486,771   | 483,914      | 483,914   |
|  |                | 243,386      | 243,386   | 241,957      | 241,957   |
|  |                | 486,771      | 486,771   | 483,914      | 483,914   |
|  |                | 1,703,700    | 1,703,700 | 1,693,700    | 1,693,700 |
|  |                | 125,000      | 201,419   | 130,000      | 196,087   |
|  |                | 125,000      | 201,419   | 130,000      | 196,087   |
|  |                | 15,000       | 25,812    | 20,000       | 10,444    |
|  |                | 15,000       | 25,812    | 20,000       | 10,444    |
|  |                | 72,600       | -         | 72,600       | 72,600    |
|  |                | 72,600       | -         | 72,600       | 72,600    |
|  | REVENUE TOTALS | 1,916,300    | 1,930,931 | 1,916,300    | 1,972,831 |

| FY 2021-2022 |                           |                          |
|--------------|---------------------------|--------------------------|
| Draft        | Prior FY<br>Difference \$ | Prior FY<br>Difference % |
| 483,914      | -                         | 0.0%                     |
| 483,914      | -                         | 0.0%                     |
| 241,957      | -                         | 0.0%                     |
| 483,914      | -                         | 0.0%                     |
| 1,693,700    | -                         | 0.0%                     |
| 150,000      | 20,000                    | 15.4%                    |
| 150,000      | 20,000                    | 15.4%                    |
| 15,000       | (5,000)                   | -25.0%                   |
| 15,000       | (5,000)                   | -25.0%                   |
| 82,648       | 10,048                    | 13.8%                    |
| 82,648       | 10,048                    | 13.8%                    |
| 1,941,348    | 25,048                    | 1.3%                     |

**Service Charges Unit**

| Account No. | Description      |
|-------------|------------------|
| 46234       | Application Fees |

**Earnings Unit**

| Account No. | Description            |
|-------------|------------------------|
| 44105       | Interest and Dividends |

**Miscellaneous Unit**

| Account No. | Description                |
|-------------|----------------------------|
| 47540       | Transfer from Fund Balance |

|                      |   |         |        |   |
|----------------------|---|---------|--------|---|
| <b>OPERATING NET</b> | - | 143,189 | 46,357 | - |
|----------------------|---|---------|--------|---|

| FUND BALANCE<br>(unrestricted) | FY2020    | FY2021    | FY2022    |
|--------------------------------|-----------|-----------|-----------|
| Committed                      |           |           |           |
| ... Stabilization              | 250,000   | 250,000   | 250,000   |
| ... Opportunity                | 300,000   | 300,000   | 300,000   |
| Assigned by EO                 | 125,000   | 125,000   | 125,000   |
| Unassigned                     | 813,223   | 786,980   | 704,332   |
|                                | 1,488,223 | 1,461,980 | 1,379,332 |