



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

4b

AGENDA REPORT
 Consent | Information

September 18, 2025

TO: Cities Advisory Committee
FROM: Priscilla Mumpower, Assistant Executive Officer
SUBJECT: Progress Report on 2025-2026 Workplan

SUMMARY

The Cities Advisory Committee (“Committee”) will receive an update on the adopted workplan and activities associated with the 30 projects set for 2025-2026. As the fiscal year proceeds into the second quarter, one-third of the projects have been initiated, with the majority reflecting high-priority items carried forward from the prior year. These include ongoing municipal service reviews of wholesale water service providers, local healthcare districts, San Diego Association of Governments (SANDAG), and the Carlsbad/Encinitas region. This item is presented 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 its first update on special projects approved as part of the 2025–2026 workplan. The attached status report lists all 30 projects and shows – among other things – that eight of the ten high-priority projects are substantively underway. LAFCO staff is currently focusing resources on advancing the first five priority projects – all of which involve municipal service reviews – with additional details below.

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- **Priority No. 1a | Municipal Service Review of Wholesale Water Providers**

This project involves a comprehensive study of the region's two principal wholesale water providers: San Diego County Water Authority (comprehensive review) and the Metropolitan Water District of Southern California (limited review). This study represents the first municipal service review covering both agencies and is being prepared by LAFCO staff with assistance from lead consultant Professor Michael Hanemann. Staff anticipates sharing an administrative draft with the subject agencies for technical review and comment by October 2025 with a complete draft presented to the Commission as early as March 2026. Additional details on this project are provided as part of Agenda Item No. 5c.

- **Priority No. 1b | Municipal Service Review of Local Healthcare Districts**

This project involves a comprehensive study of the four local healthcare districts serving San Diego County: Fallbrook, Grossmont, Tri-City, and Palomar. This study follows and builds on a limited municipal service review completed in 2015 and focuses on evaluating the subject agencies' service, governance, and financial capacities relative to best practices. The study is being prepared by LAFCO staff with assistance from lead consultant Progressive Healthcare. Staff anticipates sharing an administrative draft with the subject agencies for technical review and comment by October 2025 with a complete draft presented to the Commission as early as February 2026.

- **Priority No. 3 | Municipal Service Review of the SANDAG**

This project involves a comprehensive study of SANDAG focused on its core municipal functions, including transportation (planning, design, and construction), housing planning, and climate adaptation planning. The study represents a hybrid evaluation of SANDAG drawing on LAFCO's special study and municipal service review duties and is being prepared by LAFCO staff with assistance from lead consultant Bill Fulton. Staff anticipates sharing an administrative draft with SANDAG for technical review and comment by December 2025 with a complete draft presented to the Commission as early as April 2026. Additional details on this project are provided as part of Agenda Item No. 5b.

- **Priority Nos. 4a & 4b |**

- **Municipal Service Review of the North Coast I-5 Corridor**

This paired project involves a comprehensive study of the Carlsbad-Encinitas region covering six local agencies and is divided for administrative purposes into two deliverable parts: the first covering the two cities and the second covering the special districts. The study follows and builds on limited municipal service reviews performed in the early 2010s with work being performed by LAFCO staff with assistance from consultants Mike Stein (fire services) and Tom Kennedy (utilities). Administrative drafts are now being shared with the subject agencies for technical review and comments with complete drafts to be presented to the Commission as early as December 2025.

Work is also ongoing on the tenth highest-priority project—continuation of the Sustainable Agricultural Lands Conservation (SALC) Grant (also referred to as SALC 2.0) in partnership

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with the County of San Diego. Additional details on this project are provided as part of Agenda Item No. 5a. In addition, staff has initiated work on the eighth highest-priority project: a white paper evaluating the scope and scale of homeless services in San Diego County, including potential governance options. To support this effort, staff has retained a consultant (Technical Assistance Collaborative) to assist in the review.

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.

Respectfully,



Priscilla Mumpower
Assistant Executive Officer

Attachments:

- 1) 2025-2026 Workplan Status

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ADOPTED WORKPLAN FOR FY2025-2026

Status as of September 12, 2025

Priority	Tier	Type	Project	Description	Status
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 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 implementing 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