



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

**7a**

**AGENDA REPORT**  
 Business | Discussion

March 2, 2026

**TO:** Chair Becker and Commissioners  
**FROM:** Priscilla Mumpower, Assistant Executive Officer  
**SUBJECT:** Quarterly Update on 2025-2026 Workplan

**SUMMARY**

The San Diego County Local Agency Formation Commission (LAFCO) will receive a quarterly update on the current fiscal year workplan and related staff activities. The item has been elevated to the business calendar at the suggestion of the Chair to provide greater visibility into workplan status, with particular focus on high-priority projects, as part of a new quarterly review practice. This item is for discussion only, with the opportunity for the Commission to identify potential amendments for consideration at a future meeting.

**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 is for San Diego LAFCO to discuss the status of the adopted workplan with particular focus on the 10 high-priority projects. Specific status details for each high-priority project follow and will be expanded on during the staff presentation. A complete status update covering all 30 projects is provided as Attachment One.

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## High Priority Projects

### **Priority No. 1a | Municipal Service Review: Wholesale Water Service Providers**

(Project Manager: Priscilla Mumpower, AEO)

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This study evaluates the performance and governance of the two wholesale water agencies serving the San Diego region – the San Diego County Water Authority (CWA) and the Metropolitan Water District of Southern California (MWD). The administrative review by CWA is nearing completion, with a full draft anticipated for Commission consideration as early as May 2026. An administrative draft for MWD is expected to be issued within 60 days following final staff refinements. Given the complexity of the underlying topics, staff anticipates the project will extend into the next first quarter.

### **Priority No. 1b | Municipal Service Review: Healthcare Districts**

(Project Manager: Priscilla Mumpower, AEO)

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This study reviews the four healthcare districts serving San Diego County – Fallbrook, Grossmont, Tri-City, and Palomar. Technical analysis has been completed by outside consultant Progressive Healthcare, LLC, and LAFCO staff is now preparing an administrative draft for the subject agencies' internal 60-day reviews. This study is expected to extend into the new fiscal year.

### **Priority No. 3 | Municipal Service Review: SANDAG**

(Project Managers: Joelle Burila, Analyst I (lead) + Meghan Traynor, Analyst I)

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This study reviews SANDAG's core regional functions – transportation (planning, funding, and construction); housing coordination; and climate adaptation – through a hybrid municipal service review and special study framework. The majority of technical analysis has been completed by outside consultant William Fulton Group, and staff is working with SANDAG on follow-up information requests. This study is expected to extend into the new fiscal year.

### **Priority No. 4a | Municipal Service Review: Carlsbad Subregion**

(Project Manager: Michaela Peters, Analyst II)

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This study covers the City of Carlsbad and the Carlsbad Municipal Water District as the first part of a two-part subregional review. Both agencies have received complete administrative drafts through 60-day internal review periods. The report for the City of Carlsbad is on today's agenda (Item 6b) with a recommendation to continue to the April 6th meeting. The report for Carlsbad MWD is expected to be presented at the May meeting. Staff anticipates the project will be substantially completed by the close of the current fiscal year.

**Priority No. 4b | Municipal Service Review: Encinitas Subregion**  
(Project Manager: Michaela Peters, Analyst II)

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The second part of this two-part subregional review covers the City of Encinitas, Olivenhain Municipal Water District, Leucadia Wastewater District, and San Dieguito Water District. Most subject agencies have received administrative drafts, initiating their 60-day internal review periods. This study is expected to extend through the first quarter of the next fiscal year.

**Priority No. 6a | Municipal Service Review: City of San Marcos + Overlapping Districts**  
(Project Manager: Meghan Traynor, Analyst I)

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This study evaluates the City of San Marcos and its overlapping service providers – Vallecitos Water District, San Marcos Fire Protection District, and Vista Irrigation District. The study remains pending, with staff providing preliminary updates to subject agencies in advance of formal work commencing. This study is expected to extend through the end of the next fiscal year.

**Priority No. 6b | Municipal Service Review: City of Vista + Buena SD**  
(Project Manager: Meghan Traynor, Analyst I)

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This study evaluates the City of Vista and Buena Sanitation District, with emphasis on wastewater service delivery and Buena SD's role as a subsidiary district under City governance. The study remains pending, with staff providing preliminary updates to subject agencies in advance of formal work commencing. This study is expected to extend through the end of the next fiscal year.

**Priority No. 8 | White Paper on Homeless Services**  
(Project Manager: Meghan Traynor, Analyst I)

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This informational report evaluates the scale, organization, and governance of homeless services throughout San Diego County, and assesses governance frameworks that could improve coordination within the regional continuum of care. Outside assistance is currently underway by consultant Technical Assistance Collaborative, with LAFCO staff concurrently developing the white paper for internal review by identified stakeholders. Staff anticipates the project will be substantively completed by the end of the fiscal year.

**Priority No. 9 | White Paper on Public Recreation at City Reservoirs**  
(Project Manager: Joelle Burila, Analyst I)

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This informational report assesses public recreation opportunities at reservoirs owned by the City of San Diego located within unincorporated areas of the county. The first phase of the project – an independent review of facilities and related capacities – has been completed, and staff is now developing an assessment of governance alternatives. This study is expected to extend into the next fiscal year.

**Priority No. 10 | Sustainable Agricultural Lands Conservation (SALC) 2.0**  
(Project Manager: Michaela Peters, Analyst II)

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This multi-year planning grant builds on SALC 1.0 by quantifying the economic challenges facing small-scale farming operations in San Diego County and developing countywide policy recommendations to bridge the gap between economically vulnerable and sustainable farm operations. The project is nearing completion, and staff – in coordination with project partner County Planning and Development Services – is preparing the final grant deliverable for anticipated presentation to the Commission and the County Board of Supervisors in May 2026.

**ANALYSIS**

None.

**RECOMMENDATION**

This item is presented to San Diego LAFCO for discussion only.

**ALTERNATIVES FOR ACTION**

None.

**PROCEDURES**

This item has been placed on San Diego LAFCO’s agenda for discussion as part of the business calendar. The following procedures are recommended:

- 1) Receive verbal presentation from staff unless waived.
- 2) Invite comments from interested audience members if any.
- 3) Discuss and provide general feedback as needed.

On behalf of the Executive Officer,



Priscilla Mumpower  
Assistant Executive Officer

Attachment:

- 1) 2025-2026 Workplan Status

**ADOPTED WORKPLAN FOR FY2025-2026**

Status as of February 20, 2026

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 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 per GASB best practices	
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