



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

4b

AGENDA REPORT
 Consent | Information

March 19, 2026

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 current fiscal year workplan and related staff activities involving all 30 prioritized special projects. Twelve projects have been substantively advanced to date, with four projects complete and an additional eight nearing completion. Staff continues to advance several high-priority projects, headlined by scheduling public hearings in April and May for the Commission to receive draft municipal service reviews covering the Carlsbad region and wholesale water service providers, respectively. LAFCO’s ten highest-priority workplan items are detailed further as part of this report. 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 is for the Committee to receive an update on the status of the adopted workplan with particular focus on the 10 high-priority special projects set for the fiscal year. Specific status details for each high-priority project follow with a complete status update covering all 30 projects provided as Attachment One.

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|--|---|--|---|--|---|
| Administration Keene Simonds, Executive Officer 2550 Fifth Avenue, Suite 725 San Diego, California 92103 T 619.321.3380 E lafco@sdcounty.ca.gov www.sdlafco.org | Paloma Aguirre County of San Diego Joel Anderson County of San Diego Monica M. Steppe, Alt. County of San Diego | Chair Kristi Becker City of Solana Beach Dane White City of Escondido John McCann Alt. City of Chula Vista | 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 |
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High Priority Projects

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

(Project Manager: Priscilla Mumpower, AEO)

This study evaluates the performance and governance of the two principal 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 public draft anticipated for Commission consideration as part of a noticed hearing in May 2026. A draft for MWD is expected to be transmitted to MWD as part of its 60-day administrative review in the coming weeks and tentatively expected to be presented at its own hearing in August.

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

(Project Manager: Priscilla Mumpower, AEO)

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 administrative drafts for the subject agencies' 60-day reviews – including the need to incorporate new and material information involving Palomar and Tri-City's recent partnership arrangements with UC San Diego and Sharp, respectively.

Priority No. 3 | Municipal Service Review: SANDAG

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

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. Staff anticipates providing SANDAG an administrative draft as early as June 2026.

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

(Project Manager: Michaela Peters, Analyst II)

This study covers the City of Carlsbad and the Carlsbad Municipal Water District as the first part of a larger review of the Carlsbad-Encinitas region. The 60-day administrative reviews for both agencies have been completed and a public hearing is scheduled in April 2026 for the Commission to consider a complete draft report.

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

This study covers the City of Encinitas, Olivenhain Municipal Water District, Leucadia Wastewater District, and San Dieguito Water District as the second part of a larger review of the Carlsbad-Encinitas region. Most subject agencies have received administrative drafts, initiating their 60-day internal review periods. Staff anticipate scheduling a public hearing for the Commission to consider a complete draft report as early as June 2026.

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

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.

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

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.

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

This informational report evaluates the scale, scope and organization 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 anticipate the Commission will receive a preliminary report as early as June 2026.

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

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 presented to the Commission in August 2025, 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)

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 the Committee for information only.

ALTERNATIVES FOR ACTION

None.

PROCEDURES FOR CONSIDERATION

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 staff recommendation unless otherwise specified by the Committee.

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 March 16, 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 | |

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| 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