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AGENDA REPORT Business | Discussion

November 2, 2026

TO: Chair Becker and Commissioners

FROM: Priscilla Mumpower, Assistant Executive Officer

SUBJECT: Report on Adopted 2026-2027 Workplan

SUMMARY

The San Diego County Local Agency Formation Commission (LAFCO) will receive an update on the current fiscal year workplan and related activities as part of its business calendar. This item is for discussion only, and offers the Commission an opportunity to provide feedback on current and future workplan activities.

BACKGROUND

San Diego LAFCO adopted its Fiscal Year 2026-2027 workplan at a noticed public hearing in May 2026. The workplan includes 30 special projects organized into two 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.

Priority No. 1 | Municipal Service Review: Healthcare Services (Part I)

This study evaluates the performance and governance of the four healthcare districts serving San Diego County: Fallbrook, Grossmont, Palomar, and Tri-City. Consistent with the Commission's direction to update MSR data, outside consultant Progressive Healthcare, LLC, is updating its technical analysis, resulting in a seven-year reporting period. LAFCO staff is also updating the administrative draft to the new report period window and anticipates circulating it to the subject agencies for their 60-day reviews as early as Spring 2027.

Priority No. 2 | Municipal Service Review: SANDAG

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. Outside consultants William Fulton Group and Christine O'Rourke have completed most of the technical analysis. LAFCO staff is also updating the data within the administrative draft to a seven-year report period, consistent with Commission direction. Staff anticipates circulating the administrative draft to SANDAG for its 60-day review as early as January 2027.

Priority No. 3 | Municipal Service Review: Encinitas Subregion

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. Staff updated the data window before circulating administrative drafts to the subject agencies, each of which is now conducting its 60-day internal review. Staff anticipates presenting a draft report to the Commission at its December 7, 2026 meeting.

Priority No. 4 | Proposed Incorporation: La Jolla Comprehensive Fiscal Analysis

This Comprehensive Fiscal Analysis (CFA) will evaluate the financial viability of incorporating La Jolla as a city and the potential fiscal impacts on the City of San Diego. Consultant London Moeder Advisors is collecting data and developing the assumptions and benchmarks that will guide the analysis. Staff anticipates convening the working group in November 2026 to review these inputs and consider alternative boundary scenarios, informing the consultant's continued preparation of the CFA. A draft CFA is anticipated as early as June 2027.

Priority No. 5 | White Paper on Homeless Services

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. With assistance from consultant Technical Assistance Collaborative, LAFCO staff has developed a draft white paper, presented under the public hearing calendar as Agenda Item No. 6a.

Priority No. 8 | White Paper on Public Recreation at City Reservoirs

This informational report assesses public recreation opportunities at reservoirs owned by the City of San Diego located within unincorporated areas of the county. The project comprises three phases: (1) reviewing existing services, facilities, and related capacities; (2) evaluating service delivery and governance alternatives; and (3) assessing long-term fiscal sustainability and planning risks. The first phase of the project has been completed, and phase two is now underway in consultation with LAFCO consultant Chris Chamberlain. Staff anticipates completing the white paper by the end of 2026, engaging interested stakeholders, including the City of San Diego, and presenting a draft report to the Commission as early as April 2027.

Priority No. 9 | Recruit + Onboard New Analyst

This project will expand San Diego LAFCO staffing from 8.0 to 9.0 full-time equivalent positions through the recruitment and onboarding of a new local government analyst. Recruitment is underway, with staff scheduling interviews and anticipating a hire before the end of 2026.

Priority No. 10 | Special Study: Oceanside Small Craft Harbor District

This special study evaluates governance options for the Oceanside Small Craft Harbor District, a dependent district of the City of Oceanside. Consultant RSG and LAFCO staff have completed the first phase of the two-phase study, which included engagement with residents and the City. The second phase is underway and will assess the District's finances and current governance structure to inform the evaluation of potential alternatives. Staff anticipates completion of Phase II as early as within the next 90 days, with full project completion in Spring 2027.

A complete listing of all 30 workplan projects is provided as Attachment One.

ANALYSIS

None.

RECOMMENDATION

This item is presented to the Commission 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,

A handwritten signature in black ink, appearing to read "Priscilla Mumpower". The signature is fluid and cursive, with the first name "Priscilla" written in a larger, more prominent script than the last name "Mumpower".

Priscilla Mumpower
Assistant Executive Officer

Attachment:

- 1) 2026-2027 Workplan Status

ADOPTED WORKPLAN FY2026-2027

Status as of October 23, 2026

■ Pending

■ Underway

■ Near Complete

■ Complete

Ongoing Priorities

Type	Project	Description
Statutory	Applicant Proposals and Requests	Prioritize resources to address applicant proposals and related requests
Administrative	Targeted LAFCO Presentations	Coordinate timely public outreach; emphasis on informing stakeholders ahead of MSR work
Statutory	Workplan and Budget Management	Actively manage the workplan and budget resources with regular updates to the Commission

FY2026-2027 Priorities

#	Type	Project	Description	Status
HIGH PRIORITY				
1	Statutory	MSR Healthcare Services: Part I	Part I of Regional study covering the four healthcare districts in San Diego County	Underway
2	Statutory	MSR SANDAG	Agency-specific study of SANDAG (transportation, housing, + climate adaption planning)	Underway
3	Statutory	MSR Carlsbad-Encinitas Region: Part II	Part II of Regional Study Covering Encinitas, Leucadia WD, Olivenhain MWD + San Dieguito WD	Near Complete
4	Statutory	Proposed Incorporation: La Jolla CFA	Independent assessment of financial viability and developing key assumptions + benchmarks	Underway
5	Administrative	White Paper Homeless Services	Evaluate the scope-scale of homeless services in SD County + potential governance options	Near Complete
6	Statutory	MSR San Marcos Region	Regional study on City of San Marcos + special districts (Vallecitos and San Marcos FPD)	Pending
7	Statutory	MSR Vista Region	Regional study on City of Vista + special districts (Buena SD and Vista ID)	Pending
8	Administrative	White Paper Recreation @ City Reservoirs	Examine public recreation at City of SD's unincorporated reservoirs + governance alternatives	Underway
9	Administrative	Recruit + Onboard New Analyst	Expand staffing from 8.0 to 9.0 FTE through recruitment and onboarding	Near Complete
10	Statutory	Special Study Oceanside SCHD	Financial analysis of SCHD revenues/expenses + governance alternatives with stakeholder group	Underway

FY2026-2027 Priorities *(continued)*

#	Type	Project	Description	Status
MEDIUM PRIORITY				
11	Statutory	MSR City of San Diego	Agency-specific study covering core municipal functions (water, wastewater, public safety, etc.)	Pending
12	Administrative	Alliance of LAFCOs	Formalize Alliance organization, scope, and deliverables with member partners	Underway
13	Administrative	Website Refresh + Content Expansion	Consultant-led redesign with enhanced end-user features and expanded content	Near Complete
14	Administrative	Policy Update L-107	Review and potential update to policy covering jurisdictional disputes + applicant proposals	Underway
15	Statutory	MSR San Diego Unified Port District	Agency-specific study covering harbor, recreation, public safety, + community development	Pending
16	Statutory	MSR Solana Beach – Del Mar Region	Regional study on mid coast I-5 municipalities (Solana Beach + Del Mar) & Santa Fe ID	Pending
17	Administrative	Special Districts Advisory Committee	Administrative support with benchmark of holding three SDAC meetings in FY2027	Underway
18	Administrative	Cities Advisory Committee	Administrative support with benchmark of holding two CAC meetings in FY2027	Underway
19	Statutory	MSR South Coast Region I – Cities	Region-specific study on Cities of Chula Vista and National City	Pending
20	Statutory	MSR South Coast Region II – Districts	Region-specific study on South Bay WD, Sweetwater, Bonita Sunnyside FPD, Sweetwater FPD	Pending
LOW PRIORITY				
21	Administrative	Legislative Adding a Ninth Member	Work with legislature to add 9th voting member to resolve the structural tie-vote vulnerability	Pending
22	Administrative	Outside Audit FY2026	Independent audit of FY26 financial statements with supplemental information	Pending
23	Administrative	Nominations + Elections Special Districts	Process ISDSC nominations/elections for new four-year Regular + Alternate seat terms	Pending
24	Administrative	Alternate Public Member	Process noticing and recruitment for new four-year term for Alternate	Pending
25	Administrative	Legislative Proposal UC Berkeley Report	Develop bill with stakeholders consistent with UCB report and find author for 2027 session	Underway
26	Administrative	Legislative Proposal AB 356 (Patel)	Support two-year bill and stakeholder group assessing north county healthcare needs	Pending
27	Statutory	MSR Healthcare Services: Part II	Part II of Regional Study covering major quasi-public healthcare providers (i.e., Sharp + UCSD)	Pending
28	Administrative	Annual Local Agency Directory	Update and publish annual local agency directory subject to LAFCO oversight	Pending
29	Statutory	RCD Ad Hoc Committee: Part II	Complete part II of RCD boundary true ups to inform sphere updates for local RCDs	Underway
30	Administrative	Annual SOI-MSR Registry	Update and publish annual registry of all recorded SOI and MSR actions	Pending

Bullpen – Queued for Future Consideration and/or Action

Type	Project	Description
Statutory	Policy Review Health + Safety Fee Reductions	Review options to revise existing fee reductions for proposals/requests involving public health or safety threats
Statutory	Special Study Escondido + Rincon	Study options to consolidate (functional and political) the City of Escondido and Rincon del Diablo MWD services
Administrative	Commissioner Onboarding	Develop digital toolkit to orient new Commissioners to LAFCO operations
Administrative	Legislator Outreach	Launch formal outreach program with benchmark of meeting with each local State representative in FY27
Administrative	Website and Social Media Tracking	Launch digital performance tracking program to measure visits, media reach, + engagement; establish baselines
Administrative	County Planning Groups	Establish formal communications with County Planning/Sponsor Groups; benchmark of three presentations in FY2026
Administrative	Digital Outreach	Produce videos spotlighting special projects and explaining LAFCO duties
Statutory	Policy Budget Committee	Adopt policies establishing and tasking a standing budget committee and related guiding provisions
Statutory	Pilot Grant Program	Establish pilot program to explore grant opportunities to help fund special projects at LAFCO
Statutory	MSR Silver Strand Cities	Region specific study covering Cities of Imperial Beach and Coronado
Administrative	Policy Officer Rotations	Adopt policies formalizing chair and vice chair rotation system and related guiding provisions
Administrative	Legislative Proposal SD LAFCO Composition	Explore options and pursue preferred composition change to establish odd number of voting members
Statutory	MSR San Diego County Wastewater JPAs	Service-specific study covering three JPAs providing public wastewater services: Encinitas, San Elijo, and Metro
Statutory	White Paper Community Choice	Evaluate the scope and scale of CCAs in SD County and connectivity to LAFCO duties and interests
Statutory	Outreach to Sunset/Melrose "Island"	Targeted outreach to the island between Oceanside + Vista to assess service needs + possible annexation interests
Administrative	Service + Fiscal Indicators	Develop online browser feature to depict service + fiscal indicators among local agencies in SD County
Administrative	Liaison with Local Tribes	Establish communication protocols with respect to shared interests in regional services + CEQA consultations
Statutory	Morro Hills CSD Follow Up	Coordinate and/or otherwise facilitate discussions with County Sheriff to enhance traffic enforcement within the CSD
Administrative	LAFCO Meeting Room	Explore opportunities to secure a dedicated LAFCO meeting room with scaled dais and A/V enhancements
Statutory	White Paper Garbage + Landfill Services	Evaluate the scope and scale of garbage collection and disposal services in SD County
Statutory	White Paper School Districts	Evaluate scope and scale of school districts and their baseline capacities for reference in municipal service reviews
Statutory	Policy Review Island Annexations	Consider options to define "substantially surrounded" and provide related mapping services
Administrative	LAFCO Workshop	Organize a special workshop for the Commission to discuss strategic objectives over the next five-year period
Administrative	Public Access Television	Establish public broadcasting LAFCO meetings on local government channels
Administrative	Procedural Flow Charts	Create user friendly flow charts for various LAFCO statutory processes for online publication
Statutory	Policy Fee Schedule Update	Review and update fee schedule to sync with current costs and related considerations
Statutory	Policy CEQA Guidelines	Review and update existing CEQA Implementation guidelines relative to current statute and best practices
Statutory	Disadvantaged Unincorporated Communities	Update DUC mapping designations (DUC) in San Diego County based on current census information
Statutory	Applicant Procedures	Streamline application materials and establish updated filing protocols
Administrative	Local Agency Finder Tool	Develop online feature for users to enter address to identify all overlapping local jurisdictions (cities and districts)
Statutory	Policy Commission Rule No. 4	Modernize Rule No. 4 and its provisions to regulate special districts' service functions and classes
Statutory	White Paper JPAs	Evaluate the status of JPA filings in SD County relative to LAFCO's task in SB 1261
Administrative	Policy Cities Advisory Committee	Coordinate with CAD in updating bylaws and related procedures to sync with current interests/priorities
Statutory	Legislative Proposal G.C. 56133	Sponsor/facilitate amendments to clarify LAFCOs' authority to determine out-of-agency exemptions in (e)

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