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

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AGENDA REPORT
Consent | Information

August 3, 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 its first update on the adopted Fiscal Year 2026–2027 workplan. One month into the fiscal year, 14 of the 30 special projects are substantively underway, including 7 of the 10 high-priority projects. Notable activities include municipal service reviews of the healthcare districts, SANDAG, and the Encinitas subregion, along with coordination of the comprehensive fiscal analysis for the proposed incorporation of La Jolla. Staff recommends the Commission receive and file the update, with the opportunity to pull the item for discussion and feedback.

BACKGROUND

San Diego LAFCO adopted its Fiscal Year 2026-2027 workplan at a 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 provides the Commission with its first update on the adopted workplan for fiscal year 2026-2027. Statuses for all 30 projects are provided as Attachment One with additional details on activities associated with the 10 high priority projects provided as Appendix A.

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ANALYSIS

None.

RECOMMENDATION

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

ALTERNATIVES FOR ACTION

None.

PROCEDURES FOR CONSIDERATION

This item has been placed on San Diego LAFCO's agenda as part of the consent calendar. A successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation unless otherwise specified by the Commission.

On behalf of the Executive Officer,



Priscilla Mumpower
Assistant Executive Officer

Appendix:

A) Current activities for all high priority projects

Attachment:

1) Status of all 30 projects

APPENDIX A
HIGH PRIORITY FY27 WORKPLAN PROJECTS

The following projects have been designated by the Commission as high priorities for Fiscal Year 2026–2027. Current status, including current and pending activities, are detailed below.

No. 1: Healthcare Services MSR – Part I. This regional study evaluates the four healthcare districts in San Diego County. Staff recently met with Progressive Healthcare to develop a supplemental scope of work for updating the report's review period consistent with recent Commission direction. Staff anticipates returning to the Commission with notice of an amended or new professional services agreement.

No. 2: SANDAG MSR. This agency-specific study evaluates SANDAG's regional functions related to transportation, housing, and climate adaptation planning. Consultant Bill Fulton has substantially advanced the transportation and housing analyses, while consultant Christine O'Rourke has similarly advanced the climate adaptation analysis. All draft materials are currently under staff review.

No. 3: Carlsbad–Encinitas Region MSR – Part II. This study covers the Encinitas subregion and includes review of the City of Encinitas, Leucadia Wastewater District, Olivenhain Municipal Water District, and San Dieguito Water District. The project is nearing completion, with updated administrative drafts transmitted or being finalized for affected agencies to begin the required 60-day administrative review period. The updates incorporate more recent reporting periods consistent with Commission direction.

No. 4: La Jolla Comprehensive Fiscal Analysis. Work is underway on the Comprehensive Fiscal Analysis associated with the proposed incorporation of La Jolla. The statutorily required analysis will independently evaluate the proposed city's financial viability and establish key assumptions and benchmarks to inform staff's administrative review and the Commission's future consideration of the proposal. Retained consultant London Moeder Advisors has initiated data collection and stakeholder outreach, including convening a working group comprised of representatives from the Association for the City of La Jolla (proponents), the City of San Diego Mayor's Office, the San Diego Municipal Employees Association, and San Diego LAFCO. The working group will assist in providing input on key assumptions and benchmarks during preparation of the Comprehensive Fiscal Analysis.

No. 5: Homeless Services White Paper. Staff is nearing completion of an internal draft evaluating the scope and scale of homeless services in San Diego County and potential governance options. The project is premised on the Commission's recognition that homeless services have emerged as a distinct municipal function. Throughout development of the report, retained consultant Technical Assistance Collaborative has provided staff with ongoing technical coaching and assisted in drafting several of the report's more technical sections. Stakeholder outreach will follow before a draft is finalized for Commission review and consideration.

No. 6: San Marcos Region MSR. This regional study covers the San Marcos region and includes review of the City of San Marcos, Vallecitos Water District, and the San Marcos Fire Protection District. The project is currently pending. Staff anticipates initiating the study toward the end of the calendar year, following completion of several high-priority projects.

No. 7: Vista Region MSR. This regional study covers the Vista region and includes review of the City of Vista, Buena Sanitation District, and Vista Irrigation District. The project is currently pending. Staff anticipates initiating the study toward the end of the calendar year, following completion of several high-priority projects.

No. 8: Public Recreation at Unincorporated City-owned Reservoirs White Paper. This white paper examines public recreational access at City-owned reservoirs located within the unincorporated county and evaluates potential governance alternatives. The project is premised on the Commission's interest in assessing recreational opportunities at the City's seven unincorporated reservoirs and exploring options to enhance public access, including the potential formation of a special district. The effort also responds to demonstrated public interest and written support from the County of San Diego (Supervisors Anderson and Desmond) and the City of San Diego (Mayor Gloria's Office). Staff is currently advancing the project by selecting a consultant to supplement the technical analysis and negotiating a professional services agreement.

No. 9: Recruit and Onboard New Analyst. This administrative project expands staffing from 8.0 to 9.0 full-time equivalent (FTE) positions through the recruitment and onboarding of an additional Local Government Analyst. The project reflects the Commission's commitment to increasing internal capacity to advance the municipal service review program while maintaining, albeit at reduced levels, flexibility within the professional services budget to retain consultants for specialized technical work.

No. 10: Governance Study on Oceanside Small Craft Harbor District. Building on the recently completed Oceanside Regional Municipal Service Review, this study will evaluate the District's financial capacity, existing service commitments, and potential adjustments based on stakeholder input. Contract consultant RSG Inc. is advancing Phase I of the two-phase study, which focuses on stakeholder outreach and refinement of the project scope. Staff has convened a stakeholder working group comprised of slip users, harbor retailers, and representatives from the City of Oceanside, and has held several meetings to build consensus on the study's scope and objectives. Phase II will evaluate the District's revenues and expenditures, examine potential changes to service functions, and assess alternative governance structures. The resulting financial analysis will help determine the feasibility of potential governance structures and future service delivery models.

ADOPTED WORKPLAN FY2026-2027

Status as of July 24, 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	**Underway**
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	**Pending**
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	**Pending**
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	**Underway**
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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