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AGENDA REPORT
Business | Information

July 18, 2025

TO: Special Districts Advisory Committee

FROM: Michaela Peters, Analyst II
Keene Simonds, Executive Officer

SUBJECT: **Special Governance Study on the Oceanside Small Craft Harbor District**

SUMMARY

The Special Districts Advisory Committee ("Committee") will review a preliminary scope of work involving a special governance study on the Oceanside Small Craft Harbor District (SCHD). This study ties to the Commission's adopted workplan and a formal recommendation adopted as part of the Municipal Service Review (MSR) on the Oceanside region. This item is presented to the Committee for discussion with an opportunity to offer input prior to staff finalizing the scope of work.

BACKGROUND

MSR on the Oceanside Region

San Diego LAFCO completed a scheduled municipal service review on the Oceanside region at its November 4, 2024 Commission meeting. The MSR provided an independent evaluation of the availability, need, and performance of the three affected agencies' core service functions relative to community needs. The MSR covered the City of Oceanside, Oceanside Small Craft Harbor District (SCHD), and Morro Hills Community Services District (CSD).

As a result of community input received during the MSR process, a key recommendation was developed and focused on a proposed special governance study on the SCHD.

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Recommendation No. 12 follows:

> *"LAFCO is aware there is community interest in exploring the reorganization of Oceanside SCHD into an independent agency to provide direct constituent influence on decision-making, specifically regarding public safety and financial management. It would be appropriate for the Commission to consider authorizing a future governance study to assess alternatives (functional and political) for the benefit of both agencies and their shared constituents with the understanding any actual change to the governance structure would be subject to protest proceedings and potentially an election."*

A prospectus summarizing the MSR's key conclusions, recommendations, and related determinations is provided for reference as Attachment One.

2025-2026 Adopted Workplan & Governance Study on the Oceanside SCHD

San Diego LAFCO's current fiscal year workplan includes 30 projects and is divided into two distinct categories – statutory and administrative – along with priority assignments set by the Commission. A scheduled governance study covering the Oceanside SCHD comes in as priority number 15 and ties to community input and a recommendation adopted as part of the MSR on the Oceanside region, as detailed. The project was initially introduced as a low-priority item (no. 26) in the draft FY2025–2026 workplan. During the Commission's initial review of the draft workplan—and in response to community input received during the public comment period—staff was directed to develop and return with a preliminary scope of work to inform the Commission's consideration of whether to elevate the project's priority level. Based on this input and direction, the Commission subsequently elevated the project to a medium-priority item (no. 15) in the final workplan, adopted on May 5, 2025.

DISCUSSION

This item is presented for the Committee to review a preliminary scope of work involving a special governance study on the Oceanside SCHD. The project ties to the Commission's adopted workplan and a formal recommendation adopted as part of the MSR on the Oceanside region. The recommendation acknowledged ongoing community interest in exploring the reorganization of the District in response to concerns about decision-making, particularly related to public safety and financial management. It also called for further analysis of governance alternatives as part of a future study.

The governance study – through the scope of work – has been scaled to evaluate the feasibility and merits of reorganizing the SCHD from its current dependent status under the City of Oceanside to an independent special district with a directly elected board, assuming full administrative and operational responsibilities. LAFCO staff will lead the project with technical assistance from an outside consultant.

A preliminary scope of work for the governance study is included as Attachment Two for Committee review with the invitation to provide feedback.

ANALYSIS

None.

RECOMMENDATION

This item is presented to the Committee for discussion and feedback only.

ALTERNATIVES FOR ACTION

None.

PROCEDURES FOR CONSIDERATION

This item has been placed on the Committee's agenda for discussion as part of the business calendar. The following procedures are suggested:

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 staff,

Michaela Peters

Michaela Peters
Analyst II

Attachments:

1) Final Prospectus | Oceanside Region MSR
2) Preliminary Scope of Work for Special Study on Oceanside SCHD

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Municipal Service Review

OCEANSIDE REGION

PROSPECTUS | NOVEMBER 2024

General Themes and Conclusions

The Oceanside region serves as a historical flagship community anchoring northern San Diego County with a current estimated population approaching 180,000 – making it the third largest municipal footprint behind only San Diego and Chula Vista. The City of Oceanside – both as a municipality and at-large community – is the economic and social epicenter. It accounts for nearly all residents and jobs in the region. This also includes serving as a daily host to an additional 70,000 residents, workers, and visitors associated with Marine Corps Base Camp Pendelton to the immediate north. Oceanside Small craft Harbor district (SCHD) overlaps all of Oceanside with service functions focused on the approximate 100-acre Oceanside Harbor and its role as a micro hub for marine and pleasure activities serving locals and tourists.

The physical setting of the Oceanside region largely reflects a traditional suburban layout. Smaller single-family and multi-family residential lots dominate the older neighborhoods in the City of Oceanside west of I-5 paired with local serving commercial corridors and headlined by Old Coast Highway. Densities gradually decrease eastward towards increasingly larger single-family residences via a series of subdivisions constructed between the 1950s and 2000s. The suburban layout cedes at South Morro Hills, which serves as Oceanside's unofficial greenbelt and remains – at least to date – largely agricultural with rural single-family residential uses. Morro Hills Community Services District (CSD) lies immediately to the east of Oceanside's unofficial greenbelt and has already experienced its own transition away from largely commercial agricultural uses and ancillary residences to now mostly upscale residential estates paired with ancillary small husbandry (crop and animal production) activities.

A review of the Oceanside region relative to San Diego LAFCO's growth management tasks and interests produces eight central themes or conclusions. These conclusions collectively address core policy considerations and related growth and development factors present in the region. The conclusions also address potential sphere of influence changes among the three affected local agencies. The conclusions are independently drawn and sourced to information collected and analyzed by the Commission between 2018 and 2022 with limited exceptions and detailed within each of the agency profiles provided in the next chapter.



The Oceanside Pier

The Oceanside Pier, first built in 1888 (and now in its sixth incarnation), is the longest wooden pier on the western United States coastline, at 1,954 feet (596m).

No. 1
Introductory Municipal Service Review

This report represents the first comprehensive municipal service review dedicated to the Oceanside region and three affected local agencies under LAFCO oversight – City of Oceanside, Oceanside Small Craft Harbor District (SCHD), and Morro Hills Community Services District (CSD). (Earlier municipal service reviews covering one or more of the affected agencies were part of countywide reports prepared in 2007 and 2009). The report consequently serves as a dual introduction. This is marked by introducing the affected agencies and their constituents in real-time to an otherwise unfamiliar and relatively detailed outside planning process. The introduction similarly introduces the Commission to the affected agencies and their service functions at depths previously unvisited with the underlying goal of establishing baseline information to track and measure going forward.

No. 2
Adjusting Growth: Changes in Demographics, Market Conditions, and Community Empowerment

The City of Oceanside – as an at-large community and as the epicenter of the region's economic and social well-being – has experienced a significant adjustment in growth starting in 2000 with the annual population change averaging 0.4% through the end of the five-year report period – or the net addition of two persons each day. This period change marks a five-fold decrease over the prior 20-year span (1980-2020) in which Oceanside averaged the net addition of 12 persons each day. This relatively seismic adjustment appears largely attributed to changing resident demographics (e.g., older residents with higher incomes), market conditions (including decreasing infill opportunities), and the accompanying community empowerment to more directly influence development decisions. The latter was reflected in a successful 2020 ballot referendum overturning the City Council's 2019 approval of a 585-unit residential project in South Morro Hills (North River Farms). Although the referendum was subsequently overturned and a smaller project approval followed, the referendum marks a new level of community empowerment not previously exercised over land use decisions. [1]

1 With respect to this conclusion, the City of Oceanside asserts the primary reasons for the adjustment in growth ties to the City largely being built-out and rising interest rates. Oceanside also disagrees with the significance of the North River Farms referendum as an indicator of an overall change in community engagement as presented by LAFCO staff.

No. 3
Adjusting Growth: Effects on Housing Affordability

The adjusting growth within the City of Oceanside starting in 2000 has contributed to a sizable acceleration in housing prices over the last 20 years and through the end of the five-year report period with the median home sale increasing from $195,800 to $784,800 – an average annual change of 14%. This period change marks a 50% rise over the prior 20-year span (1980 to 2020) in which median home sales experienced an average annual rise of 10%. The acceleration of home prices in Oceanside – among other outcomes – has noticeably impacted the private market's ability to construct new affordable workforce housing at the traditional entry levels (i.e., starter homes). This dynamic ties to multiple factors (including supply constraints and homeowners not upsizing) and is reflected in the most recently completed housing element cycle (2013 to 2021) where only 23% of Oceanside's assigned housing share at moderate or lower levels received building permits. Permits issued through the first quarter of the current housing cycle (2021-2029) suggest housing affordability at the moderate or lower categories will similarly fall substantively short of goals, albeit at improved levels with current projections showing the attainment level reaching 36%.


Oceanside Harbor

No. 4
Variations in Fiscal Health + Navigating Related Stresses

A prominent schism exists among the three affected agencies in the Oceanside region involving their fiscal well-being and navigating financial stresses. The City of Oceanside has steadied its financial position after several years of operating shortfalls in the General Fund in large part to successfully making the case to voters in 2018 to approve a seven-year one-half cent sales tax. Measure X reset Oceanside's overall sales tax rate to 8.25% with the additional revenue broadly earmarked to improve City infrastructure and public safety. Measure X has been a clear success; it has reversed shortfalls into surpluses and underlies a significant two-thirds increase in General Fund reserves ($66.5 to $112.5 million) over the reporting period. Nonetheless, the extension of the one-half cent sale tax beyond its current sunset date in 2026 remains a pronounced variable in Oceanside's near-term health and is expected to be taken up by voters in late 2024. While Oceanside's fiscal health largely ties to the present and near-term status of Measure X, the other two agencies' standing is comparatively more opaque, although for entirely different reasons. Oceanside SCHD, similar to its parent governing body, has steadied its actual expense-to-revenue relationship through incremental budgeting true-ups. These budgeting actions have contributed to a helpful increase of nearly one-fourth in SCHD's unassigned fund balance ($3.7 to $4.6 million) over the reporting period. However, the budgeting true-ups have not addressed decades of deferred or otherwise neglected maintenance. This qualifier is illustrated in capital assets (docks, pilings, piers, etc.) having surpassed their expected useful lives by more than two-fold and serves as a critical stress test for SCHD going forward. Unlike the other two agencies in the region, Morro Hills CSD has maintained a positive actual revenue-to-expense relationship through the reporting period without any obvious hardships; at least that are known. The CSD operates entirely within the confines of the annual collection of its 1% property tax share, which netted $0.090 million at the end of the reporting period. Although CSD has been effective in keeping expenses in line with annual revenues – which is also reflected in an unassigned fund balance increasing by more than four-fifths ($0.142 to $0.267 million) during the period – less is known regarding pending costs. Specifically, no pavement rating has been performed on CSD's 6.0-mile roadway system nor has a capital improvement plan been prepared. These factors directly contribute to a subtle – but real and emerging – stress test.

No. 5
Adequate Municipal Service Capacities with a Qualifier...

All three affected agencies in the Oceanside region have established sufficient and excess capacities involving their core municipal functions to meet both current and anticipated demands through the report's timeframe – at least on a macro level and irrespective of any micro limitations for specific areas. This overall sufficiency is reflected with the region's principal service provider – City of Oceanside – and its available resources involving water and wastewater, which traditionally represent the services most closely affiliated with either supporting or hindering new development. Markedly, and based on current demand-to-capacity ratios for the reporting period, it estimated by LAFCO the water and wastewater systems can accommodate buildout populations of 970,000 and 275,000, respectively.

A material qualifier applies, nevertheless, to Oceanside's other services that are dependent on General Fund monies and the uncertain status of Measure X and its critical revenue enhancement beyond the current sunset date in 2026. This latter variable suggests added caution in the interim for LAFCO in considering boundary actions and their potential impact – advantageous and disadvantageous – on the Oceanside General Fund.

No. 6
City of Oceanside's Role as an Urban Center + LAFCO Support

The City of Oceanside is favorably positioned to plan and accommodate additional growth and become a focal urban center for North County. This opportunity ties to Oceanside's role as a full-service municipality and the controls it provides paired with its physical location along existing major transportation corridors as well as planned expansions – including the modernization of rail (Metrolink and Amtrak) linking Oceanside throughout Southern California. This opportunity further ties and can be supported by LAFCO's own interests and duties to facilitate orderly and city-centered growth in step with providing housing for families at all income levels.

No. 7
Unease within the Oceanside Small Craft Harbor District

The Oceanside Small Craft Habor District's core constituency – nearly 1,000 boat slip users collectively generating more than four-fifths of all yearly revenues collected during the five-year report period – is increasingly communicating their unease with decision-making most notably regarding public safety and financial management. While the origins of the unease predate the reporting period and the current SCHD administration, it has amplified and may be approaching a tipping point where a majority of the core contingency feels disenfranchised in District decision-making. This unease merits LAFCO attention and may warrant future resources to help inform decision-making.

No. 8
Proceeding with Limited Sphere Updates + Telegraphing Potential Changes with Special Study Areas

It would be appropriate for LAFCO to proceed with limited sphere of influence updates for all three affected regions in the Oceanside region and defer consideration of more comprehensive actions to the next municipal service cycle. The approach would involve proceeding with affirming all three agencies' current designations without changes. This approach, however, would also incorporate the establishment of one or more special study areas to all three agencies to memorialize areas the Commission would allow to come forward over the next five-year period without requiring a new municipal service review. A key example includes establishing dual study areas for Oceanside and Oceanside SCHD (and their matching spheres) to include an approximate 250-acre area immediately to the southwest near Sunset Drive and Melrose Way that includes two qualifying disadvantaged unincorporated communities (DUCs) totaling 121 acres under local policy. The addition of these dual study areas, notably, and merited through further outreach, would provide municipal flexibility and would memorialize LAFCO's environmental justice interest in statue to help ensure equitable service levels are available to DUC residents consistent with neighboring lands. [2]

2 With respect to this conclusion, the City of Oceanside opposes the establishment of a special study area for the Sunset Drive/Melrose Way area and – among other items – asserts "the City does not need this area to meet any of its housing obligations as evidenced by our Certified Housing Element." The City of Vista separately opposes the establishment of the proposed study area and states the City is "unclear of the benefits for either city."

Recommendations

The following recommendations call for specific action either from San Diego LAFCO and/or one or more of the three affected agencies in the Oceanside region based on information generated as part of this report. The recommendations are ordered in sequence to their placement in Section 5.0 (Written Determinations). Recommendations for LAFCO action are dependent on a subsequent directive from the Commission and through the annually adopted work plan.

1. As a long-term principle, LAFCO should prioritize and direct growth in the region to the City of Oceanside – including development that would otherwise occur in the surrounding unincorporated areas – and its appropriate role to serve as an urban center in San Diego County. LAFCO should pair this long-term policy principle with continued coordination – and deference whenever appropriate – in support of the Oceanside General Plan. [3]
2. LAFCO, for its own benefit under statute, should coordinate with SANDAG to develop current buildout estimates within the Oceanside region. This should include potential lot-splitting as allowed under Senate Bill 9 (Weiner) and incorporate the information into the next scheduled municipal service review.
3. LAFCO should coordinate with the County of San Diego to identify and map active wells and septic systems within the Oceanside region and incorporate the information into the next scheduled municipal service review.
4. Should Measure X's ½ cent sales tax expire during the timeframe of the report, all jurisdictional changes involving the City of Oceanside shall demonstrate de minimis impacts on the City General Fund unless overriding policy considerations are made by the Commission on a case-by-case basis.
5. It is appropriate for LAFCO to defer the identification and evaluation of mutual water companies in the Oceanside region as otherwise prompted in the LAFCO statute to a future informational report.
6. The City of Oceanside should revisit its arrangement with Oceanside SCHD involving the payment plan associated with the SCHD patrol vessel to account for the City's usage of the capital asset outside of the Oceanside Harbor.
7. Morro Hills CSD should explore options to contract with the City of Oceanside or the County of San Diego to provide road maintenance services at a pre-agreed hourly rate to help protect the CSD from variables – costs and availability – associated with the current practice to utilize private contractors as needed.
8. As the City of Oceanside proceeds to implement the initial phases of its novel Re-Beach program, it would be pragmatic to explore opportunities to enlist other local agencies in consolidating efforts - functional or political - given inescapable impacts and interests in beach restorations along the greater coastline. LAFCO should assist if Oceanside and/or other stakeholders wish to explore a political model to organize sand nourishment on a larger scale.



Coaster Commuter Train at Oceanside Transportation Center

3 With respect to the recommendation, the City of Oceanside states it has been "... offered without consultation with Oceanside staff or its elected officials. Such a statement and recommendation is contrary to the ideals of local control."



Oceanside Lighthouse at Harbor Village

Recommendations

9. Efforts should be taken by Oceanside SCHD to publicly distinguish its role as a stand-alone governmental entity separate from the City of Oceanside.

10. Oceanside SCHD should formalize its existing relationship with the City of Oceanside through an official memorandum of understanding to clearly outline roles and responsibilities and associated costs in utilizing City staff, supplies, and resources in carrying out District duties.

11. It appears Oceanside SCHD informally deactivated its previously authorized and active patrol and rescue municipal function in 2009 in step with these responsibilities being directly assumed by the City of Oceanside. SCHD's legal authorization to provide patrol and rescue, however, remains active under State law absent LAFCO action. To clarify decision-making and service expectations as well as mitigate potential liabilities, SCHD should make a formal determination on whether it is responsible for patrol and rescue and, if applicable, formally request divestiture approval under Government Code 56824.10.

12. LAFCO is aware there is community interest in exploring the reorganization of Oceanside SCHD into an independent agency to provide direct constituent influence on decision-making, specifically regarding public safety and financial management. It would be appropriate for the Commission to consider authorizing a future governance study to assess alternatives (functional and political) for the benefit of both agencies and their shared constituents with the understanding any actual change to the governance structure would be subject to protest proceedings and potentially an election.

13. It appears appropriate for LAFCO to proceed with limited sphere of influence updates for both the City of Oceanside and Oceanside SCHD and to affirm the existing designations with one or more common special study areas – subject to analyses of community needs.

(a) One special study area has been identified to date and spans nearly 250 acres located immediately southwest of the agencies near Sunset Drive and Melrose Way. This proposed study area currently lies within the Vista sphere and includes two non-contiguous DUCs under local adopted policy. Establishing this special study area would help facilitate the extension of urban-supporting services via annexation and/or out-of-agency service agreements by Vista and/or Oceanside without the burden of preparing a new municipal service review. It would also – materially – memorialize LAFCO's interest in environmental justice by removing barriers to advancing service equity to DUC lands and their residents.

(b) Relatedly, the City of Oceanside and City of Vista should revisit an existing wastewater agreement from October 1984 providing for the transfer of up to 2.15 million gallons of sewage daily between the two agencies to allow for additional flows at designated collection points – including flows from Vista to Oceanside involving the Sunset Drive/ Melrose Way special study area. This would – among other benefits – help eliminate an existing impediment to developing and/or connecting lands within the proposed special study area identified under (a).

(c) Deferring a more comprehensive sphere of influence update to a future cycle concurrently provides LAFCO the benefit to incorporate information associated with the City of Oceanside's active General Plan Update.

14. It appears merited for LAFCO to partner with the Morro Hills CSD in sponsoring or otherwise supporting a legislative change to the principal act to reduce the number of Board members from five to three consistent with existing special provisions in State law. Although the current board has expressed disinterest, pursuing this change remains an appropriate option going forward in minimizing turnover and facilitating competitive elections.



Mission San Luis Rey, Oceanside

» Recommendations

15. The Morro Hills CSD Board should revisit conditions on Sleeping Indian Road and its most recent traffic assessments and the analysis therein that appears to support a significant increase in the speed limit. This includes assessing whether the Board's ability to retain a speed under the 85th percentile standard under the recent passage of AB 43 is either available or appropriate. [4]

16. It would be advantageous for Morro Hills CSD to explore interest among adjacent landowners that presumably benefit and use the road system to annex and have direct participation in Board decision-making while concurrently expanding the CSD property tax base. [5]

17. LAFCO should help coordinate discussions with Morro Hills CSD and County of San Diego Sherriff's Office to identify enhancement opportunities to enhance traffic enforcement within the CSD jurisdictional boundary relative to available resources. This includes, but not necessarily limited to, activating CSD's police protection power to fund enhanced enforcement – directly or by contract.

18. It appears appropriate for LAFCO to proceed with a limited sphere of influence update for Morro Hills CSD to affirm the existing designation with the addition of a special study area. The special study area represents the notional expansion of the CSD to capture adjacent lands that presumably use and benefit from the roadway system.

19. LAFCO should prioritize proposals in the Oceanside region going forward that promote environmental justice and provide benefits (direct and indirect) to marginalized communities. Among other resources, LAFCO shall draw on information available through the California Environmental Protection Agency as well as climate action plans adopted by Oceanside and the County of San Diego in considering the promotion of environmental justice.

4 In response to this recommendation, Morro Hills CSD has stated "...the District has received overwhelming support and seen a significant reduction in severe violations as seen on the previous traffic study that was performed at the height of COVID-19 pandemic during which, nationwide, there was a significant reduction in traffic volume and an inverse in speed. The study period and data is an aberration."

5 With respect to this recommendation, Morro Hills CSD states "the Board considered that by expanding the district boundaries, there is an increased burden on the Board even with five volunteer, unpaid members, to maintain more road. It is not a recommendation the Board wished to pursue, currently."

About Us

Local Agency Formation Commissions – or LAFCOs – are boundary makers that oversee the creation and expansion of cities and special districts in all 58 counties of California. LAFCOs exercise regulatory and planning powers to coordinate publicly provided services, such as water or fire protection, and match them with community needs. **The goal of every LAFCO is to facilitate smart growth while avoiding urban sprawl.**

San Diego LAFCO operates within the second largest county in California as measured by population and currently tasked with overseeing over 100 local governmental agencies.

A summary of San Diego LAFCO's adopted final workplan and budget for 2024–2025 follows.

San Diego LAFCO's Commission

San Diego LAFCO is governed by a 13–member "Commission" comprising county, city, special district, and public members. All Commissioners are appointed elected officials with the exception of the two public members. Commissioners serve four–year terms and divided between "regulars" and "alternates" and must exercise their independent judgment on behalf of the interests of residents, landowners, and the public as a whole. Commissioners are subject to standard disclosure requirements and must file annual statements of economic interests. The Commission has sole authority in administering its legislative responsibilities and decisions therein are not subject to an outside appeal process.



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Brigette Browning
Alternate
Public Member



David Drake
Alternate
Special District Member



John McCann
Alternate
City of Chula Vista



Nora Vargas
Alternate
County of San Diego



Marni von Wilpert
Alternate
City of San Diego

SPECIAL GOVERNANCE STUDY ON THE OCEANSIDE SMALL CRAFT HARBOR DISTRICT (SCHD)

PRELIMINARY SCOPE OF WORK

Description | The proposed project ties to a formal recommendation included in the recently completed municipal service review on the Oceanside Region to proceed with additional analyses to assess available governance alternatives to the current organization of Oceanside Small Craft Harbor District. The project has been scaled to consider only the merits of reorganizing the District from its dependent role under the City of Oceanside to an independent role with a directly elected board and assuming all related responsibilities (i.e., administration and operations). The project will be performed by LAFCO staff with technical assistance provided by an outside consultant.

Objective | Produce an independent study of the merits of reorganizing the Oceanside Small Craft Harbor District into an independent agency and whether this alternative would be more effective in addressing community service needs relative to financial resources and in doing so assist future decision-making.

Estimated Timeline | 14-18 months.

Project Tasks + Target Dates

1. Establish Stakeholder Group
   LAFCO staff establishes an appropriately sized stakeholder group to include users or representatives of the Oceanside Harbor (slip permittees, commercial tenants, etc.), Oceanside Habor and Beaches Committee, and City of Oceanside.

   September 2025

2. Retain Outside Consultant
   LAFCO staff with input from the Oceanside City Manager and Stakeholder Group to use an industry expert with experience in advising on matters concerning the operation and governance of publicly operated harbors. The costs of the outside consultant will be funded by LAFCO and subject to staff's procurement authority.

   October 2025

3. Financial Analysis + Benchmarking
   LAFCO staff and consultant will expand on the financial analysis performed in the municipal service review and assess direct District revenue and expense sources over a 10-year period. Analysis will also benchmark current financial structure against comparable harbor districts and distinctions therein between dependent and independent agencies. Incorporate input from Stakeholder Group.

   March 2026

DRAFT

4. Governance + Benchmarking
   LAFCO staff and consultant will expand on governance analysis performed in the municipal service review and assess the relationship between the District and constitutions specific to community needs – existing and emerging. This includes drawing from existing inputs and evaluating public safety services (e.g., police, fire, lifeguard, security) and related cost options with strategic surveying. Incorporate input from Stakeholder Group.

   July 2026

5. Administrative Report + Follow Up
   LAFCO staff will draw on the analysis generated during the preceding steps and prepare an administrative report with draft conclusions and share with the City of Oceanside for review and comment before sharing with the full Stakeholder Group. LAFCO staff and consultant will perform related follow-up work on the document as appropriate in line with preparing a complete draft report.

   October 2026

6. Draft and Final Reports
   LAFCO staff will proceed with preparing draft and final reports for presentations to the Commission and separated by a public review and comment period. Formal filing by the Commission will complete the project.

   December 2026

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