COMMISSION MEETING

NOVEMBER 2, 2026

SAN DIEGO LAFCO EST. 1963

LOCAL AGENCY FORMATION COMMISSION

Commission Meeting
Agenda Item 6a

White Paper

HOMELESS SERVICES + GOVERNANCE IN SAN DIEGO COUNTY

Meghan Traynor, Analyst I

November 2, 2026

Background - Commission Directive

Homeless services have become a permanent municipal function.

1

Rising public investment

2

Dedicated departments + strategic plans

3

Within LAFCO's purview

Contents of White Paper

Governance Models

Existing nonprofit Collaborative Applicant model

+ Three potential alternatives

Governance Criteria

Authority
Administrative Capacity
Fiduciary Oversight
Responsiveness
Stakeholder Participation
Public Accountability
Revenue Capacity

Peer CoCs

Santa Clara

Seattle–King

Miami-Dade

Homeless Service Ecosystem in San Diego County



People Experiencing Homelessness

Agencies, Providers + Funders

The Public At-Large

Background - Continuums of Care

A framework for directing federal funding in local communities

Early 1980s

1

Homelessness emerges as a national crisis

1987

2

First federal legislative responses to homelessness - McKinney–Vento Homeless Assistance Act

2009

3

HEARTH Act requires every region to organize into a Continuum of Care

PIT Count - Measuring Homelessness in San Diego County

9,905

People experiencing homelessness in 2025

58%

Unsheltered

+29.7%

Post-Pandemic Increase (since 2020)

Housing Inventory Count

Permanent housing + shelter beds in the homelessness response system

17,258

Total beds in 2025

+86%

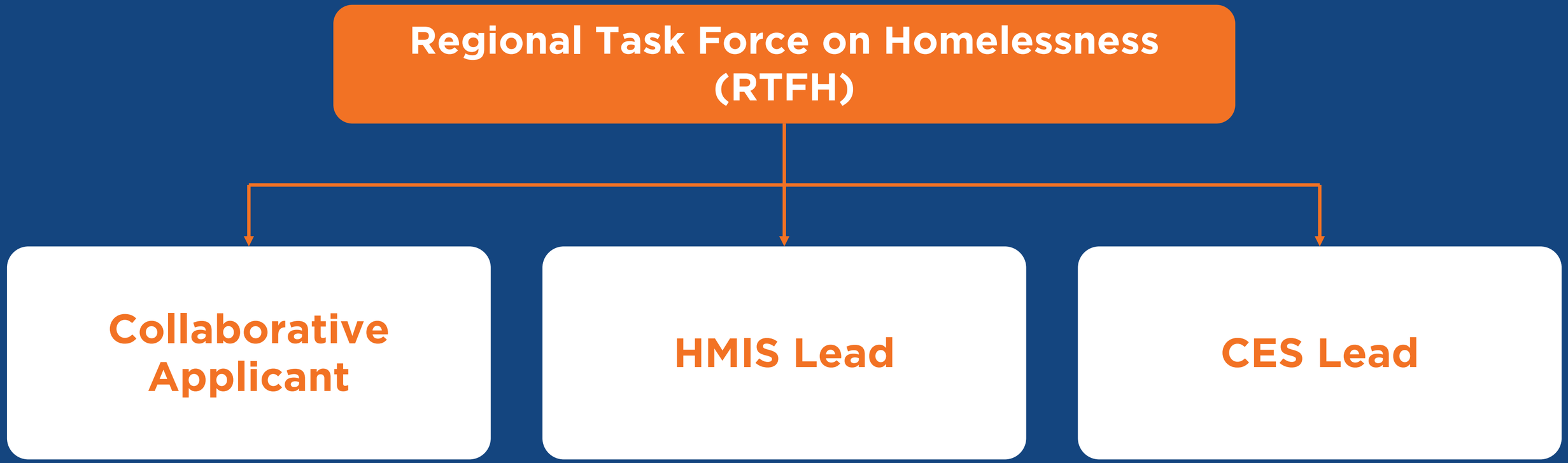
Growth since 2016



CoC Governance Structure within San Diego County



Responsibilities of Regional Task Force on Homelessness



Total 2024 CoC Award / Types of Programs Funded

$44.1M

2024 HUD award to projects in the San Diego CoC



19 nonprofit providers

Two public agencies

Role of the Cities + County

Fund the response

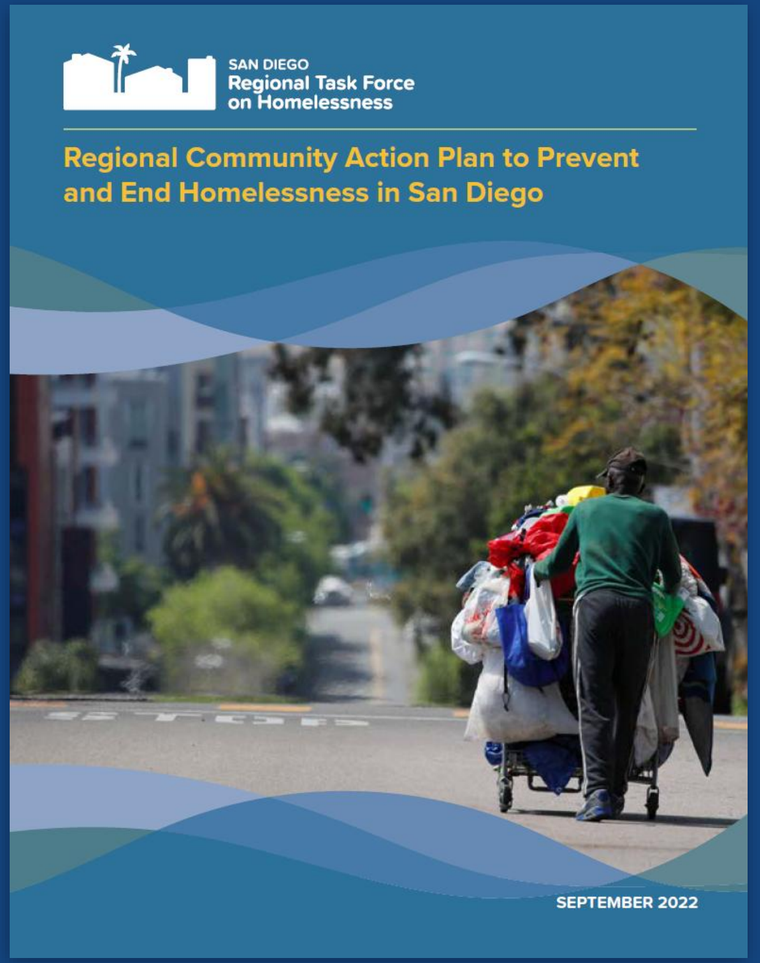
Aligned with the CoC's Regional Community Action Plan

Run their own programs

Investment varies; the County + City of San Diego lead

Coordinate regionally

Through the CoC Board + RTFH committees and workgroups



Analysis of Peer CoCs

Three large urban-suburban CoCs that use governmental administrative models

1

Santa Clara

County / City Model

2

Seattle–King

Joint Powers Authority Model

3

Miami-Dade

Special District Model

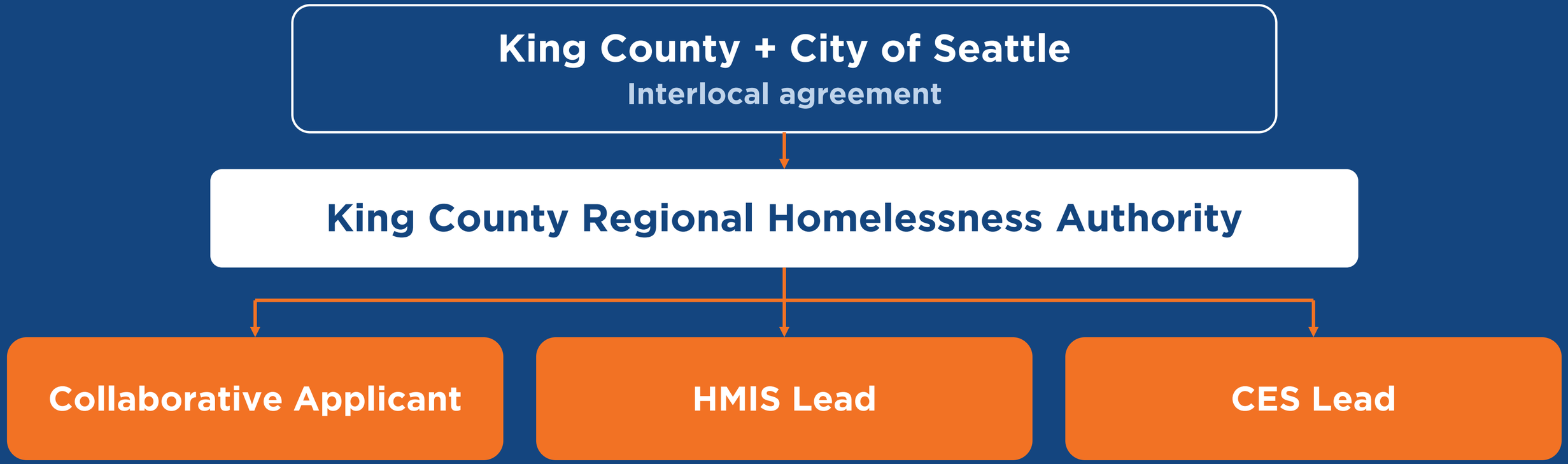
Santa Clara CoC – County / City Model

HOW IT IS ORGANIZED



Seattle – King CoC – JPA Model

HOW IT IS ORGANIZED



Miami-Dade CoC – Special District Model

HOW IT IS ORGANIZED

Miami-Dade County Homeless Trust

Semi-Autonomous County agency

27-member board is also the CoC Board

- **Collaborative Applicant**
- **HMIS Lead**
- **CES Lead**
- **1% Food + Beverage Tax**

Comparison of the Four Models / Observations

BASELINE

Nonprofit Collaborative Applicant Model (RTFH)

ALTERNATIVE

County or City Agency

ALTERNATIVE

Joint Powers Authority

ALTERNATIVE

Special District

Governance shapes how funding is distributed and programs monitored — but the scale of homelessness is driven largely by housing-market and economic conditions.

Concluding Remarks

- **A working system**
- **Emergence of homelessness as a municipal function**
- **An open question**

  Can the public hold the system accountable for meeting the needs of the people it serves?

Next Steps

FOR THE COMMISSION

1

Receive + file

Accept the white paper as completion of the work plan project

2

Refine

Request revisions or a closer look at any part of the draft

3

Explore next steps

Direct staff to examine what pursuing an alternative model would involve in San Diego

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Agenda Item 7a

Review and Direction of Legislative Policy L-107: JURISDICTIONAL ISSUES ASSOCIATED WITH PROPOSED OR PENDING CHANGES OF ORGANIZATION OR REORGANIZATION

Joelle Burila, Analyst I

November 2, 2026

Purpose of Today's Item

1. Review LAFCO Legislative Policy L-107
2. Identify policy areas for improvement
3. Receive potential Commission direction on next steps

Background of Policy L-107

2010

POLICY ADOPTED

- Adopted to address jurisdictional conflicts tied to development
- Responded to “jurisdictional shopping”
- Intended to identify disputes early and reduce conflicts at hearings

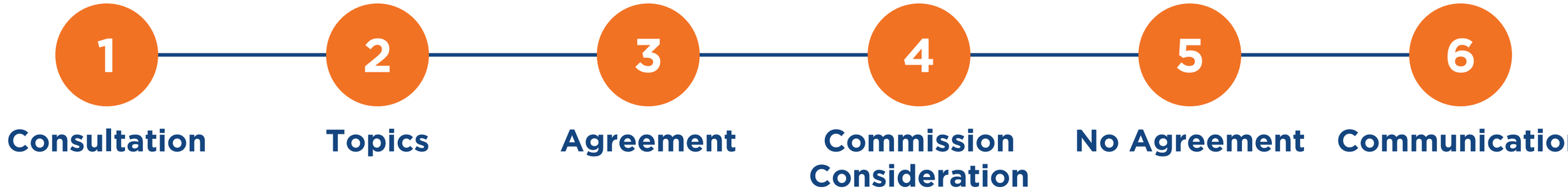
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2016

POLICY AMENDED

- Broadened beyond land-use disputes to include service, financial, community, and environmental issues
- Applied to both proposed and pending proposals
- Expanded involvement to residents, property owners, and interested parties
- Shifted responsibility for initiating consultation to applicants
- Tightened waiver standard

How L-107 Works in Practice Today



As Designed

- Applicants complete Jurisdictional Consultation Form
- Consultation occurs mainly before filing

In Practice Today

- Most disputes now surface post-filing during administrative review
- Staff often facilitates consultation due to applicant limitations

Related Policy Questions

1. Commission-conditioned Filings
2. Waiver Standard
3. Meaning of "Jurisdictional Issue"
4. Meaning of "Interested Parties"
5. Meaning of "Consultation"
6. Post-submittal Disputes
7. Disclosure to the Commission

Commission Discussion

Next Steps

TODAY

Receive Report and Provide Direction

If amendments are desired:

1. Staff drafts revisions
2. Consult with Cities and Special Districts Advisory Committees
3. Return with action item at a future meeting

COMMISSION MEETING

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LOCAL AGENCY FORMATION COMMISSION

Commission Meeting
Agenda Item 7b

REPORT ON ADOPTED 2026-2027 WORKPLAN

Priscilla Mumpower, Assistant EO

November 2, 2026

UPDATE ON ADOPTED WORKPLAN FY2026-2027

AGENDA ITEM 7B

5 Underway | 3 Near complete | 2 Pending

1 UNDERWAY

MSR | Healthcare Services: Part I

PM: Priscilla Mumpower + Michaela Peters

Analysis and report updates are underway, with agency review anticipated as early as Spring 2027.

2 UNDERWAY

MSR | SANDAG

PM: Joelle Burila

Technical analysis is largely complete; report updates are underway for agency review as early as January 2027.

3 NEAR COMPLETE

MSR | Carlsbad-Encinitas Region: Part II

PM: Michaela Peters

Agency reviews are underway, with Commission consideration anticipated December 7, 2026.

4 UNDERWAY

Proposed Incorporation: La Jolla CFA

PM: Priscilla Mumpower

Data collection is underway, with an anticipated draft CFA as early as June 2027.

5 NEAR COMPLETE

White Paper | Homeless Services

PM: Meghan Traynor

Draft white paper is presented for Commission review under Agenda Item No. 6a.

6 PENDING

MSR | San Marcos Region

PM: Meghan Traynor

Staff anticipates sending a reintroduction of each review to the affected agencies within the next month.

7 PENDING

MSR | Vista Region

PM: Meghan Traynor

Staff anticipates sending a reintroduction of each review to the affected agencies within the next month.

8 UNDERWAY

White Paper | Recreation @ City Reservoirs

PM: Joelle Burila

Phase II is underway, with a draft anticipated by year-end and Commission presentation as early as April 2027.

9 NEAR COMPLETE

Recruit + Onboard New Analyst

PM: Priscilla Mumpower

Interviews are being scheduled, with a hire anticipated before year-end.

10 UNDERWAY

Special Study | Oceanside SCHD

PM: Michaela Peters

Anticipated completion in Spring 2027.

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Agenda Item 7c

Consideration and Possible Approval of Ninth Amendment to Executive Officer's Employment Contract, Including Compensation Adjustment

Priscilla Mumpower, Assistant EO

November 2, 2026

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CLOSED SESSION

LIVESTREAM RETURNING SOON



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