

From: [Leilani Hines](#)
To: [Traynor, Meghan C](#); [Simonds, Keene](#); [Mumpower, Priscilla](#); [Sellen, Erica A](#); [Peters, Michaela A](#); [Burila, Joelle](#); [Velasquez, Aiden](#); [Ngu, Dieu](#); [Patrick Bouteller](#); [Adam Wilson](#)
Cc: [Jonathan Borrego](#); [Kohler, Tamera](#)
Subject: [External] RE: OCEANSIDE; San Diego LAFCO | Homelessness White Paper Administrative Draft - Nov 2026
Date: Friday, October 30, 2026 2:53:37 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[LTR LAFCO White Paper Homelessness Response 2026-1030 DRAFT.pdf](#)

Thank you for the opportunity to review and comment on the administrative draft white paper, Homeless Services + Governance in San Diego County (the “draft White Paper”). As the Director of Housing and Neighborhood Services for the City of Oceanside, and as a public representative currently serving on the Continuum of Care (CoC) Board in the designated CDBG Consolidated Plan jurisdiction seat, our City is deeply invested in ensuring our regional governance aligns oversight with service capacity. As a municipal jurisdiction managing the complex local realities of homelessness daily, we appreciate the San Diego Local Agency Formation Commission’s (the “Commission”) focus on regional alignment. However, to ensure the draft White Paper serves as a reliable baseline for City Councils, local staff and community stakeholders across the county, we respectfully **request that the Commission continue Item 6a on the November 2, 2026 meeting agenda of the Commission** to allow for consideration of the operational, data, and historical issues identified in the draft and a realistic review timeline and **include our response in the record**.

Please see the attached comments from the City regarding the draft White Paper. Please feel free to contact my office directly for any questions or clarification of our comments. We look forward to consideration of the continuance of this item and working with the Commission on the final White Paper.

Respectfully,

Company logo



Leilani Hines
Housing and Neighborhood Services Director
City of Oceanside

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From: Traynor, Meghan C <MeghanC.Traynor@sdcounty.ca.gov>
Sent: Tuesday, October 27, 2026 2:35 PM
To: Traynor, Meghan C <MeghanC.Traynor@sdcounty.ca.gov>

Cc: Simonds,Keene <Keene.Simonds@sdcounty.ca.gov>; Mumpower, Priscilla <Priscilla.Mumpower@sdcounty.ca.gov>; Sellen, Erica A <Erica.Sellen@sdcounty.ca.gov>; Peters, Michaela A <Michaela.Peters@sdcounty.ca.gov>; Burila, Joelle <Joelle.Burila@sdcounty.ca.gov>; Velasquez, Aiden <Aiden.Velasquez@sdcounty.ca.gov>; Ngu, Dieu <Dieu.Ngu@sdcounty.ca.gov>; Patrick Bouteller <patrick@arenapublic.com>; Adam Wilson <adam@awilson-consulting.com>

Subject: San Diego LAFCO | Homelessness White Paper Administrative Draft - Nov 2026

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Dear LAFCO Cities Advisory Committee (bcc),

LAFCO staff will present a white paper in administrative draft form on the governance and administration of homeless services in San Diego County at the Commission's regular meeting on Monday, November 2nd. The draft is attached to this email and available on LAFCO's [website](#) within the November 2nd agenda materials tab.

We welcome your input. Comments emailed to me by end of day on Friday, October 30th will be shared with the Commission ahead of the meeting. Discussion on this item may be continued to the December meeting, which would allow for additional time to provide feedback.

Thank you, and please don't hesitate to reach out with any questions.

Best regards,
Meghan

Meghan Traynor (she/her)
Local Government Analyst



San Diego Local Agency Formation Commission

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CITY OF OCEANSIDE

HOUSING & NEIGHBORHOOD SERVICES

VIA E-MAIL: MeghanC.Traynor@sdcounty.ca.gov

October 30, 2026

TO: Chair Kristi Becker and Commissioners San Diego Local Agency Formation Commission

FROM: Leilani Hines, Director of Housing and Neighborhood Services
San Diego City and County CoC 601 Board Member, CDBG Consolidated Plan Jurisdiction Seat

RE: **Item 6a (November 2, 2026 Meeting); Requested revisions before final acceptance of an Administrative Draft White Paper, "Homeless Services + Governance in San Diego County"**

Dear Chair Becker and Commissioners:

Thank you for the opportunity to review and comment on the administrative draft white paper, Homeless Services + Governance in San Diego County (the "draft White Paper"). As the Director of Housing and Neighborhood Services for the City of Oceanside, and as a public representative currently serving on the Continuum of Care (CoC) Board in the designated CDBG Consolidated Plan jurisdiction seat, our City is deeply invested in ensuring our regional governance aligns oversight with service capacity. As a municipal jurisdiction managing the complex local realities of homelessness daily, we appreciate the San Diego Local Agency Formation Commission's (the "Commission") focus on regional alignment. However, to ensure the draft White Paper serves as a reliable baseline for City Councils, local staff and community stakeholders across the county, we respectfully **request that the Commission continue this item** to allow for consideration of the operational, data, and historical issues identified in the draft and a realistic review timeline and that **our response is included in the record**.

Our perspective on the draft White Paper centers on the following key points:

- **Inadequate Review Timeline:** Responding to homelessness has become a core, recurring municipal function financed by our local taxpayers, federal and state grant streams, and through private charitable investments. A substantial, complex report requires a timeline that permits comprehensive City review and analysis, and meaningful public participation. Releasing the document on October 26 to local jurisdictions for a public hearing on November 2 does not allow our jurisdiction and others the time required to evaluate the issues raised and any proposed structural alternatives that would provide the region with additional capacity, resources, and measurable improvements it delivers for people experiencing homelessness.
- **Correction of History, Descriptions and Governance:** The accuracy of information presented is necessary to safely guide municipal decision-making. As detailed by the Regional Task Force on Homelessness (RTFH), there are corrections needed to the draft White Paper. Accurately reflecting the RTFH's 1983 origins from the later development of regional CoC leadership and the reasons for these changes is necessary to evaluate which concerns were addressed by the transitions and which remain. The technical descriptions require reconciliation with HUD's

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Draft White Paper, “Homeless Services + Governance in San Diego County”

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definitions. The distinction in definitions affect the conclusions that data supports. Governmental participation is already part of CoC governance. Page 41 of the draft overlooks the formal structure of the CoC. Furthermore, the membership figures on pages 37–38 fail to accurately reconcile with the current CoC Board roster and Charter. As an active Board member representing public jurisdictions, I believe the draft White Paper should correctly characterize the existing public representation and should explain what further public authority and benefit each of the three (3) alternatives would add than the existing structure.

- **Oversight of Operational Agility and Service Continuity:** The draft acknowledges nonprofit operational flexibility but omits a comparison of decision speeds, approval steps, and delegated authority across the proposed alternative models. In Oceanside, we know firsthand that service continuity is fragile; any proposed shift would pose operational risks to city contracts, funding deadlines, provider payments, participant access and CoC governance requirements.
- **Structural Form with Service Outcomes:** Changing a lead administrative entity or creating a new public body does not, by its creation alone, secure additional funding or guarantee jurisdictional participation. Rather than considering alternative models for governance structure, LAFCO should fully evaluate a strengthened version of our current model—built on clearer performance obligations, defined dispute resolution, and stronger voluntary city and county commitments. The final paper should present a clear picture of the theoretical advantages of a public agency model from the actual evidence of service improvement for those persons experiencing homelessness.

Oceanside remains committed to regional collaboration, as demonstrated by our recent successful, multi-jurisdictional Encampment Resolution efforts along the Buena Vista Creek. As cities, we cannot afford a governance blind spot, a disrupted crisis response system, or proposed alternatives that do not actually lead to improvements and efficiency in service delivery. The City of Oceanside urges the Commission to utilize **Alternative Two to continue this item**, directing staff to reconcile factual and technical issues, include public participation and input in the development of the final White Paper along with a written disposition of material comments received from public participation, and return with a revised paper for final consideration.

Thank you for the opportunity to provide comments to the draft White Paper to be considered on Monday, November 2, 2026. We look forward to a continuance of this item and further discussions.

Sincerely,



Leilani A. Hines

Housing & Neighborhood Services Director

Cc: City Manager
Regional Taskforce on Homelessness