



# City of Oceanside

300 North Coast Highway,  
Oceanside, California 92054

## Staff Report

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**File #:** 25-607

**Agenda Date:** 2/12/2025

**Agenda #:** 1.

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**DATE:** February 12, 2025

**TO:** Honorable Mayor and City Councilmembers

**FROM:** Housing and Neighborhood Services Department

**TITLE: OCEANSIDE HOMELESSNESS WORKSHOP: STRATEGIC PLANNING FOR EFFECTIVE AND SUSTAINABLE SOLUTIONS TO REDUCE HOMELESSNESS**

### **RECOMMENDATION**

Receive a comprehensive report on the state of the City's homeless service strategies and provide staff direction on recommendations to be incorporated into an updated Homelessness Action Plan which will be brought back to City Council for future consideration. Staff also recommends consideration of the following key initiatives which are further described in this staff report:

- Expanding outreach and support services by strengthening collaboration with social service and behavioral health professionals while lessening the need for direct Police Department intervention.
- Diversifying short-term, housing-focused solutions to include options such as additional safe parking programs, tiny homes, and low-barrier shelters.
- Scaling up long-term housing inventory, including development of affordable housing, shared housing programs and additional housing vouchers tailored to vulnerable populations.
- Minimizing public health and safety impacts through enhanced encampment resolution strategies and access to non-emergency healthcare services.
- Ensuring the sustainability of the homeless response system by improving regional collaboration, aligning with best practices, and pursuing additional funding opportunities.

### **BACKGROUND AND ANALYSIS**

The Oceanside Homelessness Workshop is a forum designed to evaluate current homelessness response efforts, identify service gaps, and develop strategic initiatives that enhance service delivery with the goal of making significant positive strides towards reducing the state of homelessness in the City. It will also serve as a platform for community members to voice their opinions and suggest solutions.

The workshop is the first step in updating the City's Homeless Action Plan, initially approved in June 2019, to serve as a foundation for measurable, long-term success in addressing homelessness while creating pathways to stable housing. The workshop builds upon on-going efforts to address homelessness, reinforcing the City's dedication to refining and strengthening its response.

## 2019 Oceanside Homeless Strategy

In 2019, the City of Oceanside developed its first Homeless Action Plan, a comprehensive homeless strategy, laying the foundation for the City's homelessness response system. This strategy recognized that homelessness is a multifaceted issue requiring a collaborative, data-driven, and coordinated response from the City, regional partners, and community-based organizations. It aimed to create an actionable framework to support individuals and families experiencing homelessness, mitigate community impacts, and expand local capacity for long-term solutions.

The previous action plan utilized the 2019 Point-in-Time Count (PITC) report provided by the Regional Task Force on the Homeless (RTFH). At the time, the PITC recorded 492 individuals experiencing homelessness in Oceanside. This included 290 unsheltered individuals living on the streets, in vehicles, or in other places not meant for human habitation. The sheltered count at that time was 202 individuals, including those in emergency shelters and transitional housing programs.

## Oceanside's 2019 Homeless Demographics

**Chronically Homeless** *Experienced homelessness 36% 69 individuals extended period and had a disabling condition*

**Veterans** 18% 15 individuals

**Females** 30% 58 individuals

**Youths Under 24 years of age** 18% 36 individuals

The 2019 Action plan focused on leveraging \$2.13 million from Measure X, a half-cent sales tax designed to support and enhance general city services and infrastructure. Services funded by Measure X include enhanced police patrols, crime prevention, drug and gang prevention, fire and paramedic services, 9-1-1 response, pothole repair, street maintenance, infrastructure improvements, and the upkeep of safe and clean parks and beaches. Additionally, it provides a source of funding to address homelessness.

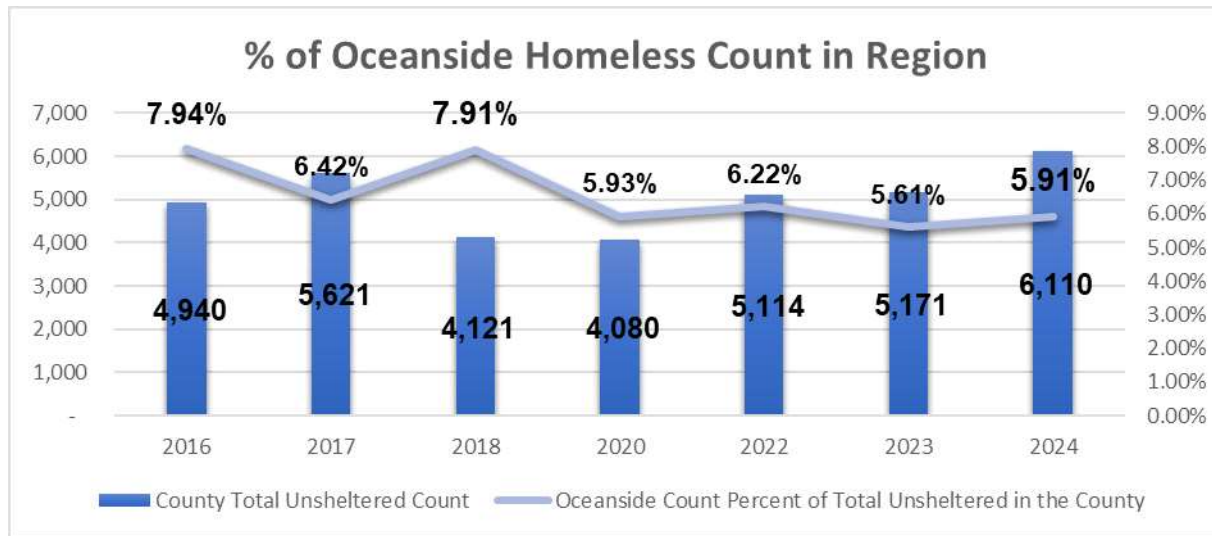
## Summary of Measure X Budget Allocation

Measure X Budget	FY 19-20	FY 20-21	FY 21-22	FY 23-24	FY 23-24	FY 24-25
<b>POLICE</b>						
<b>Additional Homeless Outreach Team (HOT)*</b>	\$ 366,388	\$ 378,069	\$ 402,242	\$ 450,232	\$ 450,232	\$ 465,990

Crime Suppression Team (Downtown/Homeless Related)*	\$ 649,357	\$ 502,302	\$ 354,385	\$ 500,000	\$ 500,000	\$ 500,000
<b><u>POLICE SUB TOTAL</u></b>	<b>\$ 1,015,746</b>	<b>\$ 880,371</b>	<b>\$ 756,627</b>	<b>\$ 950,232</b>	<b>\$ 950,232</b>	<b>\$ 965,990</b>
<b><u>HOMELESS</u></b>						
Enhanced Homeless Diversion & Prevention & Hiring Programs*	\$ 91,154	\$ 306,512	\$ 374,507	\$ 400,000	\$ 400,000	\$ 400,000
Staff Dedicated to Homeless						
Additional HOT Contract Social Worker*	\$ -	\$ 49,854	\$ 77,000	\$ 155,000	\$ 155,000	\$ 155,000
Downtown Security Presence (Contract via MainStreet Oceanside)			\$ 1,326,319	\$ 1,366,108	\$ 1,366,108	\$ 1,407,092
<b><u>Measure X Budget</u></b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 23-24</b>	<b>FY 23-24</b>	<b>FY 24-25</b>
Contract Sobering Services for Homeless /Hotel Voucher Program*	\$ -	\$ 327,004	\$ 373,444	\$ -	\$ -	\$ -
<b><u>HOMELESS SUB TOTAL</u></b>	<b>\$ 91,154</b>	<b>\$ 683,370</b>	<b>\$ 2,151,271</b>	<b>\$ 1,921,108</b>	<b>\$ 1,921,108</b>	<b>\$ 1,962,092</b>
<b><u>Measure X Homeless Related Total Budget</u></b>	<b>\$ 1,106,899</b>	<b>\$ 1,563,741</b>	<b>\$ 2,907,897</b>	<b>\$ 2,871,340</b>	<b>\$ 2,871,340</b>	<b>\$ 2,928,082</b>

Recommending new strategic initiatives while continuing efforts that are currently making a positive impact is the next step in planning the City's ongoing efforts. This is accomplished by leveraging past strategies, evaluating progress, and refining approaches to ensure an effective, long-term response to homelessness.

## Homelessness Trends in Oceanside



Source: San Diego County Point-in-Time Count

The **2024 Point-in-Time Count (PITC)** recorded **522 individuals** experiencing homelessness in Oceanside.

- This represents an **11% decrease** compared to the previous year.
- **161 individuals** were in **emergency shelters or transitional housing**, reflecting a **46% decrease** from the previous year.
- **361 individuals** were found **unsheltered** in areas not meant for habitation, indicating a **24.5% increase** in the unsheltered population.

Despite regional fluctuations, Oceanside has experienced an **overall decline in total homelessness since 2016**. The 2025 PITC was conducted on January 30, 2025 and this data is projected to become available in May 2025.

### Homelessness Trends in San Diego County

- **Newly Homeless Individuals (November 2024):**
  - **894 people** became homeless and entered the system for the first time.
  - **950 people** exited homelessness and were placed into housing.
  - This shows a slight improvement in the balance of housing placements versus new homelessness cases.
  - **RTFH Reports** on average, **10 people** found housing for every **14 people** who became homeless for the first time.

### Contributing Factor: Housing Costs vs. Income

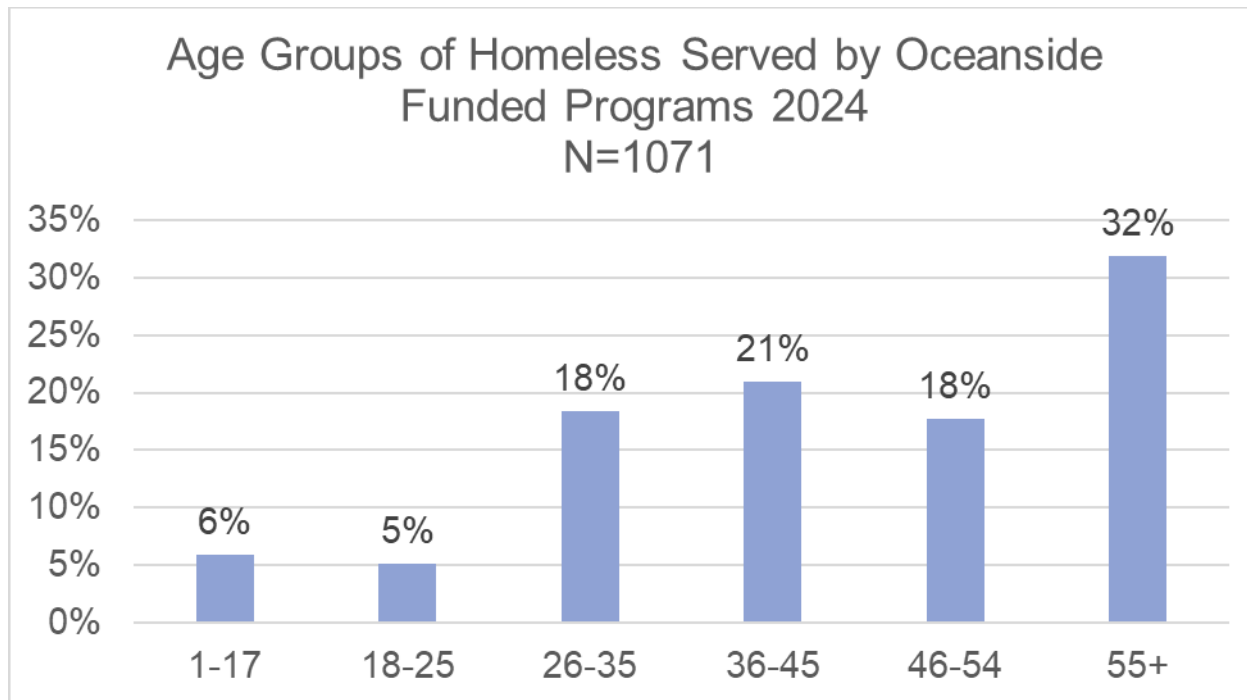
- **High Housing Costs in Oceanside:**
  - Average rent: **\$2,615 per month** .
  - To afford this rent without being cost-burdened (**30% of income on housing** ), a household must earn **\$8,717 per month** .
- **Impact on Low-Income Individuals:**
  - **Minimum wage worker** (\$2,860/month) would need to spend **91% of their income** on rent if living alone.
  - **Seniors on Social Security** (~\$2,617/month) would need to spend **nearly all of their income** on rent if living alone.

Acknowledging the limitations of the PITC as a one-day snapshot of homelessness, staff views it as just one data point to help guide homeless services and funding. Staff also utilize data from the Homeless Management Information System (HMIS), which provides a standardized method for collecting information from various service providers. By analyzing the 2024 HMIS data, staff can better understand the specific needs of residents experiencing homelessness and identify gaps in existing services.

### **Oceanside Funded Programs Data**

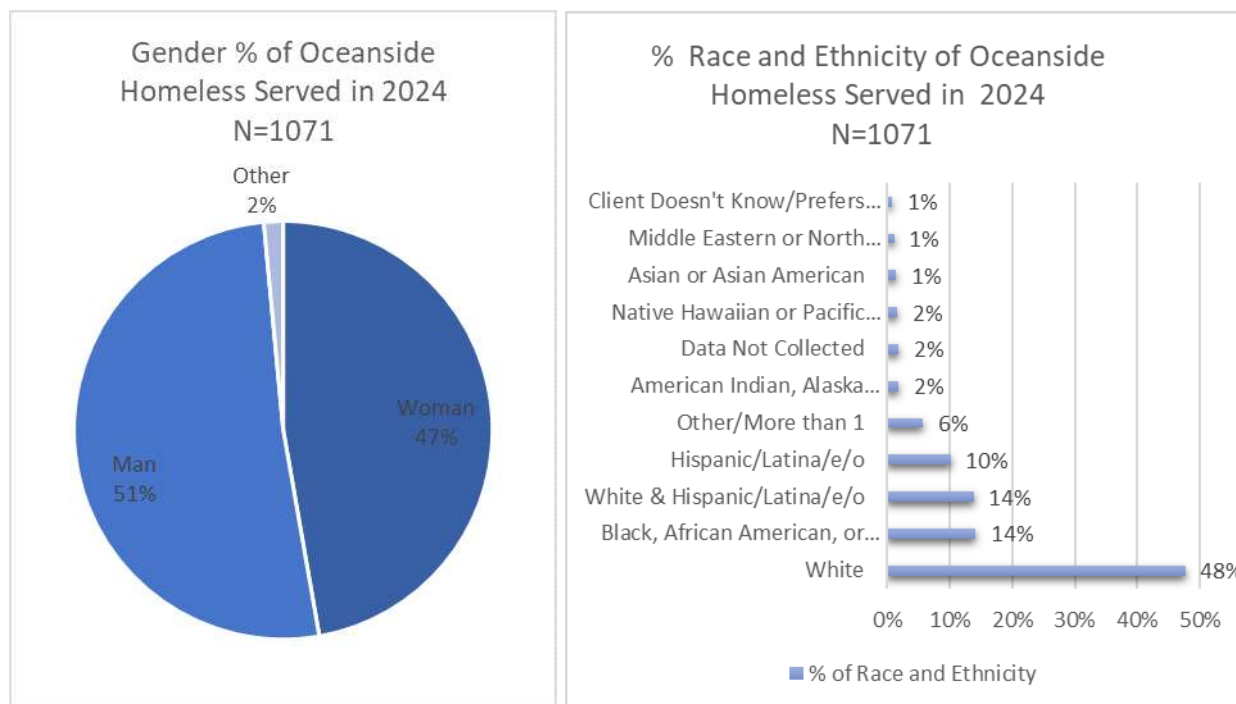
Based on HMIS data collected from the Oceanside funded programs for the calendar year, a total of 1,071 individuals were served across all programs funded by Oceanside. Analysis of the data shows that individuals aged 55 and older represent the largest age group among those served. The rising number of seniors experiencing homelessness highlights the need for targeted interventions, particularly in healthcare and housing.

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Source: 2024 San Diego County Homeless Management Information System (HMIS) data

Youth and families account for a smaller percentage of the homeless population, although family units are increasingly accessing shelter services. Approximately 47% of the population identifies as female (7% of females include a household with children). Single households identifying as non-Hispanic white comprise 48% of the total population in Oceanside experiencing homelessness seeking services (see full break down of demographics below).



Shelter utilization highlights the significance of Oceanside's existing resources. Emergency housing services, including the Oceanside Navigation Center, are vital to addressing immediate housing needs. In 2024, the Navigation Center assisted 471 unique individuals, with an average stay of 28 days. Of these individuals, 50.2% exited with positive housing destinations, including permanent or short-term housing, institutional settings, or other emergency shelters. Residents who are vulnerable and have a severe mental illness may not be ready for the next step of independent housing due to the support needed for such challenges of mental health issues. An appropriate exit strategy could include continued shelter at another facility with support services.

Individuals with high rates of recidivism who continue to cycle in and out of Homeless Services Programs require multi-pronged interventions that address the complex and interrelated factors contributing to homelessness. Twenty percent of the total population served by Oceanside funded programs have experienced homelessness for one year or longer, highlighting the significant prevalence of health-related conditions and disabilities among individuals served in Oceanside. Other Physical and Mental Health Conditions that are self-reported at intake include:

- Mental Health Disorders: 33%
- Physical Disabilities: 28%
- Chronic Health Conditions: 27%
- Drug Use Disorder: 12%
- Alcohol Use Disorder: 6%
- Both Alcohol and Drug Use Disorders: 6%
- Developmental Disability: 6%

**Common Challenges in Addressing the Needs of All**

Individuals experiencing homelessness in Oceanside face multifaceted challenges that not only impact their ability to achieve personal stability but also strain public resources and services across the city. Disabilities, mental health conditions, and substance use disorders are prevalent among this population and often require hands-on, comprehensive, long-term support. The data highlights the importance of providing integrated, person-centered approaches that focus on mental health services, substance use treatment, and medical care with housing solutions to effectively reduce the recurrence of homelessness.

**Public Health, Safety, and Environmental Impacts**

The effects of homelessness extend beyond individual challenges, significantly influencing public health, safety, and the environment. Data reveals that unsheltered individuals are disproportionately vulnerable to chronic health conditions, communicable diseases, and exposure-related injuries, contributing to a higher reliance on emergency medical services. Additionally, unsanctioned encampments often result in environmental degradation, including waste accumulation and damage to public spaces, necessitating costly and recurring cleanup efforts. The strain on Oceanside's emergency services, law enforcement, and City departments highlights the broader impacts of homelessness on public infrastructure.

***Emergency Services: Oceanside Fire Department***

The Oceanside Fire Department (OFD) has reported a consistent demand for emergency services related to homelessness. A substantial proportion of calls involve medical emergencies, fires at encampments, or other safety concerns stemming from unsheltered living conditions. These incidents strain Department resources and divert attention from other critical emergencies. For instance, in 2024, homeless-related incidents made up 15% of all service calls, including 543 calls for fires, smoke, or illegal burning. This highlights the need for proactive measures to reduce dependency on emergency services and safeguard the community from fire-related hazards. These measures include continuing the City's efforts to eliminate illegal encampments on public property. Currently, Code Enforcement has two full-time officers tasked explicitly with addressing encampments. In addition, three four-person crews conduct encampment cleanups five days a week. The effectiveness of these efforts is reflected in the growing number of encampments cleared: 28 in 2022, 91 in 2023, and a significant increase to 368 in 2024, following the addition of more cleanup crews at the end of 2023.

***Public Safety: Oceanside Police Department***

The Oceanside Police Department (OPD) plays a dual role in responding to homelessness. On one hand, officers address transient-related crimes such as trespassing, theft, and vandalism, which often affect local businesses and area residents. On the other hand, OPD also serves as a critical access point for offering resources, often conducting outreach to connect individuals with housing programs and supportive services. In 2024, transient-related crimes accounted for 12% of all police reports and 11% of all calls-for-service, highlighting the intersection of homelessness and public safety. This dual mandate places a significant strain on law enforcement, necessitating increased collaboration with social service providers and community partners to address root causes.



**Code Enforcement**

The City's Code Enforcement Division faces ongoing challenges related to unsanctioned encampments. These encampments, often located in public parks, along waterways, or near transportation corridors, present significant health and environmental risks, such as waste buildup and contamination of natural resources. In 2024, the Division responded to encampment-related complaints at more than 3,200 locations, requiring substantial staffing and financial resources. A total of 1,607 tons of trash, junk and debris were removed from these areas. The recurring need for enforcement activities underscores the strain on city services and the importance of long-term solutions to mitigate these impacts.

**Strategic Response**

The City of Oceanside has expanded its homelessness services over the last five years to meet the evolving need for solutions. The City also included funding in the FY 2024-25 budget to hire a full-time Homeless Services Manager that will report directly to the City Manager's Office. This person will respond to public inquiries related to homelessness, coordinate homelessness services across departments, and be responsible for the development and implementation of the new Homelessness Strategic Action Plan. A person has been selected and hired into this position and will begin her work at the end of February.

In alignment with the San Diego Regional framework, as outlined in the Regional Community Action Plan to Prevent and End Homelessness and the Continuum of Care policy guidelines, the City has prioritized increasing housing solutions, multidisciplinary outreach, and homeless intervention and prevention services, all aimed at creating diverse and sustainable pathways out of homelessness. The following programs demonstrated success in addressing homelessness needs that are specific to the City of Oceanside:

**Project: Oceanside Navigation Center**

Description	The Oceanside Lighthouse is a 24/7, year-round emergency shelter designed to provide individuals experiencing homelessness in Oceanside with temporary housing and supportive services to facilitate their transition into permanent housing. Located at 3131 Oceanside Boulevard, the center is operated by San Diego Rescue Mission (SDRM) under an agreement with the City of Oceanside.
Strategic Focus	Diversifying short-term, housing-focused solutions to include options such as additional safe parking programs, tiny homes, and low-barrier shelters.
Vendor Name	San Diego Rescue Mission
Grant Term	November 17, 2024-November 16, 2025
Funding Sources	
Permanent Local Housing Allocation	\$ 616,694.00
Economic Development Initiative-CPF Grants	\$ 2,250,000.00
County of San Diego Capital Emergency Grant	\$ 3,258,021.52
Inclusionary Housing In-lieu Fees Fund	\$ 3,454,316.00
Total Amount Allocated to Project	\$ 9,579,031.52
Performance Indicators	
Description	# of Individuals
Total Persons Served	496
Total Households Served	446
Number of Chronically Homeless Persons	186
Number of Veterans Served	43
Number of Youth (Under 25)	26

- **Why It's Successful:** The Oceanside Navigation Center provides 24/7 emergency shelter and supportive services, addressing immediate housing needs and long-term stability.
  - **Impact:** Serving **496 individuals** , including **186 chronically homeless persons** , the program effectively bridges emergency housing with permanent housing pathways.
  - **Addressing Oceanside's Homeless Population:** By diversifying shelter options and offering a **low-barrier** entry model, the center reduces unsheltered homelessness and provides stability for vulnerable populations.

<b>Project: Bridge Housing Program</b>
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Description	The Oceanside Bridge Housing program operates three two-bedroom apartments, accommodating <b>up to 12 individuals at a time, with an average stay of 90 days and an annual service goal of 24 individuals</b> . Services include case management, behavioral support, and assistance in securing permanent housing. Clients receive weekly case management, support with essential needs, and coordination to obtain necessary documents and maintain housing-related appointments.
Strategic Focus	Diversifying short-term, housing-focused solutions to include options such as additional safe parking programs, tiny homes, and low-barrier shelters.
Vendor Name	Interfaith Community Services
Grant Term	July 1, 2024 - June 30, 2025
Funding Sources	
Measure X	\$ 232,000.00
Total Amount Allocated to Project	\$ <b>232,000.00</b>
Performance Indicators	
Description	# of Individuals
Total Persons Served	18
Total Households Served	16
Number of Chronically Homeless Persons	5
Number of Veterans Served	2
Positive Exit Rate	88%

- **Why It's Successful:** The program operates **three two-bedroom apartments** , offering **short-term, intensive case management** and transition support.
- **Impact:** With **88% of participants exiting to positive housing destinations** , the program successfully secured permanent housing.
- **Addressing Oceanside's Homeless Population:** By offering a structured, transitional **90-day stay model** , the program provides a critical steppingstone for individuals working toward stability.

Project: Homeless Outreach Team

<b>Description</b>	The City of Oceanside Homeless Outreach Team provides comprehensive support to individuals and families experiencing homelessness. Services include connecting clients to temporary, transitional, and permanent housing programs, assisting with shelter placements, accessing benefits and resources, obtaining necessary documentation, and addressing barriers to housing.
<b>Strategic Focus</b>	Minimizing public health and safety impacts through enhanced encampment resolution strategies and access to non-emergency healthcare services.
<b>Vendor Name</b>	Interfaith Community Services
<b>Grant Term</b>	July 1, 2024 - June 30, 2025
<b>Funding Sources</b>	
<b>Measure X</b>	\$ 228,000.00
<b>Total Amount Allocated to Project</b>	\$ 228,000.00
<b>Performance Indicators</b>	
<b>Description</b>	<b># of Individuals</b>
<b>Total Persons Served</b>	589
<b>Total Households Served</b>	576
<b>Number of Chronically Homeless Persons</b>	133
<b>Number of Veterans Served</b>	26
<b>Number of Persons Newly Engaged</b>	339

- **Why It's Successful:** The outreach team delivers **direct engagement** , providing housing connections, shelter placements, and essential resources.
- **Impact:** Engaging **589 individuals** , with **339 newly engaged** , the team effectively connects unsheltered individuals to **long-term support systems** .
- **Addressing Oceanside's Homeless Population:** Outreach efforts **reduce barriers to entry** for services and ensure that individuals experiencing homelessness receive targeted assistance.

**Project: Diversion Housing Navigation and Prevention**

Description	The Housing Authority Social Worker Program, in collaboration with Interfaith Community Services (ICS), provides housing-focused support to individuals and families experiencing or at risk of homelessness. Social workers are stationed at the Oceanside Housing Authority and work full-time to assist clients with housing navigation, resource access, and long-term stability planning.
Strategic Focus	Scaling up long-term housing inventory, including shared housing programs and additional housing vouchers tailored to vulnerable populations.
Vendor Name	Interfaith Community Services
Grant Term	July 1, 2024 - June 30, 2025
Funding Sources	
RTFH SNOFO Grant	\$ 187,725.00
Total Amount Allocated to Project	\$ 187,725.00
Performance Indicators	
Description	# of Individuals
Total Persons Served	99
Total Households Served	78
Number of Chronically Homeless Persons	22
Positive Exit Rate	95%

- **Why It's Successful:** The program **integrates social workers** at the **Oceanside Housing Authority** , ensuring personalized, housing-focused support.
- **Impact:** Serving **99 individuals** , with a **95% positive exit rate** , it is one of the most effective housing retention programs.
- **Addressing Oceanside's Homeless Population:** By prioritizing **long-term stability** , the program prevents homelessness and maximizes existing housing resources.

**Project: Winter Shelter Network**

Description	The Oceanside Winter Shelter Network, in partnership with Interfaith Community Services (ICS) and the Alliance for Regional Solutions (ARS) Bridge to Housing program, provides temporary shelter and support services to individuals experiencing homelessness in North San Diego County.
Strategic Focus	Diversifying short-term, housing-focused solutions to include options such as additional safe parking programs, tiny homes, and low-barrier shelters.
Vendor Name	Interfaith Community Services
Grant Term	July 1, 2024 - June 30, 2025
Funding Sources	
Mortgage RB	\$ 75,000.00
Total Amount Allocated to Project	\$ 75,000.00
Performance Indicators	
Description	# of Individuals
Total Persons Served	467
Total Households Served	79
Total Leavers	419
Total Stayers	83
Number of Chronically Homeless Persons	100
Number of Veterans Served	17

- **Why It's Successful:** When operational, this seasonal program provides emergency shelter and case management during critical winter months.
- **Serving 467 individuals** , with **100 chronically homeless persons** , the program ensures safety and stability for vulnerable individuals.
- **Addressing Oceanside's Homeless Population:** The shelter mitigates cold-weather exposure risks while facilitating connections to permanent housing solutions.

<b>Project: Women's Resource Center (WRC) Transitional Housing</b>	
<b>Description</b>	The Women's Resource Center Use Agreement is a formal agreement between the City of Oceanside and the Women's Resource Center (WRC) concerning the use of city-owned property at 1963 Apple Street, Oceanside, CA for the purpose of providing transitional housing and related services for homeless families.

<b>Strategic Focus</b>	Diversifying short-term, housing-focused solutions to include options such as additional safe parking programs, tiny homes, and low-barrier shelters.
<b>Vendor Name</b>	Women's Resource Center (WRC)
<b>Grant Term</b>	July 2022 - June 2032
<b>Funding Sources</b>	
<b>In-Kind</b>	\$ 48,000.00
<b>Total Amount Allocated to Project</b>	\$ <b>48,000.00</b>
<b>Performance Indicators</b>	
<b>Description</b>	<b># of Individuals</b>
<b>Total Persons Served</b>	61
<b>Total Households Served</b>	24

- **Why It's Successful:** The program provides **transitional housing for families** , filling a **specific service gap** for women and children.
- **Impact:** Housing **61 individuals across 24 households** , the center ensures **safety and supportive services** .
- **Addressing Oceanside's Homeless Population:** By **specializing in family-focused support** , the program meets the unique needs of women and children experiencing homelessness.

Each program uniquely addresses Oceanside's homelessness crisis by offering various housing solutions, from emergency shelters to long-term stability programs. The combined efforts of outreach, transitional housing, and supportive services ensure that individuals receive comprehensive, structured pathways out of homelessness.

Staff have taken advantage of various funding opportunities over the years to make the expansion of services possible. By using existing and successful programs as models, we have continued to provide services such as short-term housing through the Motel Voucher Program, as well as permanent housing solutions through the Emergency Housing Voucher Program and, most recently, the 60-unit Greenbrier Village Permanent Supportive Housing project developed by National CORE.

<b>Program</b>	<b>FY 2024-25 Budget</b>
Homeless Diversion/Prevention	\$ 519,000
Encampment Resolution Grant	7,479,160
Y1 Resolution Strategies 2024	90,000
Diversion Outreach 2024	421,473
Safe Parking Program 2024	383,000
Homeless Shelters	75,000

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Total	\$ 8,967,633
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### Recommended Areas of Focus

Staff recommends that future homelessness strategic initiatives focus on the five following areas that should be included as part of an updated Strategic Action Plan to be brought back to Council for future consideration. These initiatives emphasize enhancing services, diverse housing solutions that lead up to long term housing stability, and sustainability of the response system.

1. Optimization of New and Existing Outreach and Support Services
2. Diversify Housing Focused Short Term Housing Solutions
3. Scale Up Long Term Housing Inventory
4. Reduce the Public Health and Safety Impacts of Homelessness
5. Ensure Sustainability of Homeless Response System

### *Comprehensive Outreach and Support Services:*

Oceanside continues to invest in programs that connect individuals experiencing homelessness with real-time solutions. Resources such as the Oceanside Navigation Center serve as a low-barrier entry point for services, offering case management, housing navigation, and access to healthcare and other supportive resources. As part of the proposed priorities of expanding emergency shelter services, staff recommends increasing the number of beds from 50 to 75 while ensuring that priority is provided for individuals with an Oceanside connection. This expansion will enhance the City's ability to provide immediate shelter options to individuals experiencing homelessness, ensuring that more people have access to safe, stable accommodations while they transition to permanent housing solutions. The increased capacity will also allow for greater flexibility in meeting seasonal fluctuations in shelter demand and accommodating vulnerable populations, including individuals with health conditions and those requiring specialized services.

This initiative is part of the City's larger strategy to reduce unsheltered homelessness and enhance accessibility to services. Using other service contracts, including the San Diego Rescue Mission Outreach and other organizations, to deploy street outreach teams to engage directly with individuals in the community, these teams help connect people to services and assess the specific needs of the homeless population in Oceanside.

As Oceanside strengthens its approach to homelessness response, the Homeless Outreach Team (HOT) has been instrumental in providing service referrals and crisis management. Their dedicated efforts have laid a strong foundation for engaging individuals experiencing homelessness and connecting them to available resources.

Building on this work, there is an opportunity to expand outreach capabilities by integrating a multidisciplinary team model that includes case managers, licensed clinical social workers (LCSWs), peer navigators, and other behavioral health professionals. This approach aligns with best practices implemented in other cities with success in seeing decreases in the number of homeless. Social worker-led teams have improved service engagement, housing stability, and crisis intervention



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outcomes-particularly for individuals with complex behavioral health needs.

To enhance these efforts, staff recommends transitioning primary outreach responsibilities to these multidisciplinary teams while maintaining close collaboration with HOT as a necessary partner. Additionally, Oceanside will continue partnering with San Diego County Behavioral Health Services to coordinate with its Mobile Crisis Response Teams (MCRT), ensuring individuals experiencing severe mental illness or substance use crises receive timely on-site assessments and intervention.

Recognizing that prevention is critical to reducing future homelessness and the small efficiencies in keeping people housed yields large reductions in homelessness, the City should also focus on proactive interventions to address factors that contribute to housing insecurity. Programs such as the Resolution Strategies Program and RTFH Super SNOFO, which provide \$90,000 for flexible financial assistance that contracted housing service providers can use for rental applications, deposits, and emergency housing costs, help individuals remain stably housed.

#### *Diversify and Scale up Housing Solutions*

To address the increasing demand for stable housing, the City is working towards expanding its permanent supportive housing inventory, including developments like Greenbrier Village. In June 2024, the City committed financial assistance to three affordable housing developments currently in the land use entitlement phase of development and seeking the needed tax credit and bond financing. The El Camino Real Apartments (Mirka Investments), South Coast Villas (National CORE) and Olive Park development would bring 362 new housing units for lower-income households within the next two years. These long-term housing options, combined with onsite services such as mental health care, employment readiness, and case management, provide the foundation for individuals to achieve stability and self-sufficiency. Further investments in affordable housing projects and supportive programs ensure a sustained response to the housing crisis.

In addition to the new construction of affordable housing, the City should explore and alternative housing solutions, such as shared housing (the sharing of a home between differing households), Rapid Re-Housing (short-term rental assistance and services to obtain housing quickly), or tenant based rental assistance.

Short-term housing options are still necessary in order to address immediate housing needs. Such options should emphasize pathways to long term plans for sustainable housing. Such options could include tiny homes, a motel voucher program, and a safe parking program, which was already approved by the City Council earlier this year.

#### *Minimize the Public Health and Safety Impacts of Homelessness*

Resolving experiences of homelessness will, in turn, address the safety and wellness of those homeless, the impacts on the community, and the burden on public health systems, City infrastructure, and services. Strategies include continuing to dedicate resources for abandoned trash

and encampment cleanups, particularly expanding capacity to focus on the Encampment Resolution Fund (ERF) area, access to non-emergency healthcare services, enforcement measures to discourage the establishment of encampments and loitering and proactive monitoring of sensitive areas by OPD and Code Enforcement.

To increase the effectiveness of the City's ERF project and not detract from other areas of the City, a dedicated Encampment Cleanup contract to support ongoing cleanup efforts in this specific area is recommended. This contract would provide dedicated resources for the timely removal of abandoned trash, debris, and waste in areas impacted by encampments, reducing environmental hazards and improving public safety conditions. By streamlining cleanup operations, the City can ensure a more effective and responsive approach to encampment resolution while maintaining public spaces for the intended use.

### *Ensuring Sustainability of the Homeless Response System*

Homelessness is a multifaceted complex issue requiring a collaborative and coordinated response from municipal departments, regional partners, and community organizations. The sustainability of the response system to address this issue over the long term must address key challenges such as a reliance on unstable government funding, which leads to service disruptions and inconsistency, a lack of affordable housing to move homeless individuals into to end the cycle of homelessness, and the complexity of coordinating multiple agencies and services both internally within the City organization and with external partners.

Collaboration is central to a sustainable strategy for addressing the impacts of homelessness. The City continues to enhance partnerships with internal departments, regional agencies, nonprofit organizations, and neighboring jurisdictions to ensure that resources are aligned, and efforts are coordinated. This unified approach enables the City to tackle complex issues like unsheltered homelessness and encampments with greater efficiency and impact.

As part of this regional effort, Oceanside has partnered with the City of Carlsbad to launch a cross-jurisdictional program aimed at housing encampment residents. Through this collaboration, Oceanside can leverage additional shelter capacity, including 100 beds at La Posada Shelter, operated by Catholic Charities, and access to Rapid Rehousing assistance through Community Resource Centers (CRC). Additionally, Oceanside remains a leader in regional strategy development by hosting the North County Homeless Working Group, a monthly meeting that brings together North County cities, the County of San Diego, and other government partners to align efforts and develop solutions to shared challenges.

Currently, Oceanside is working in partnership with the cities of Vista and Carlsbad to develop a shared By-Name List, a coordinated database that will track individuals experiencing homelessness across these jurisdictions. This initiative will enhance regional collaboration by allowing cities to monitor movement patterns, optimize resource allocation, and minimize service duplication. By leveraging existing communication channels and data-sharing agreements, the By-Name List will improve service coordination, ensuring that outreach teams and housing providers across North County can work more efficiently to connect individuals with appropriate support and housing opportunities.

As part of its commitment to leveraging regional resources, Oceanside has prioritized cross-

jurisdictional initiatives and innovative programs. Partnerships with agencies such as the Oceanside Police Department, Code Enforcement, Caltrans, and other local governments have strengthened the City's capacity to address homelessness while ensuring consistency in service delivery across the region. Collaborative efforts also extend to securing funding, such as grants from the Regional Task Force on Homelessness and the California Interagency Council on Homelessness, to support sustainable solutions.

For example, grant funding from RTFH supports key programs such as the Safe Parking Program and the Diversion Housing Navigation and Prevention Program, while the Encampment Resolution Program is funded through a state partnership to help transition individuals out of encampments and directly into stable housing. These grants complement existing City funding, allowing Oceanside to maximize local resources and expand service capacity without increasing the burden on the General Fund.

Stable funding of effective programs is essential to the sustainability of the response system, inclusive of services and housing opportunities. The City should continue to advocate for greater resources dedicated on an on-going basis versus one-time funding at the State and Federal level for housing and homeless service programs. As the Homelessness Strategic Action Plan and its strategies and initiatives are developed, consideration should be given to the expanded use of Measure X for funding.

#### *Encampment Resolution Fund (ERF) Program as the Model*

Building on this collaborative foundation, Oceanside is set to launch the Encampment Resolution Fund (ERF) Project in the next few months. This targeted initiative represents a systematic and partnership-driven approach to transitioning individuals from encampments to stable housing. Key components of the ERF Program include:

- **Systematic Zone-Based Approach:** Encampments along the SR-78 corridor will be divided into zones, with outreach teams focusing on one zone at a time to maximize resources.
- **By-Name List (BNL):** A comprehensive list of encampment residents will guide individualized housing plans, ensuring that no one is left unaccounted for.
- **Multi-disciplinary Teams:** Teams comprised of Outreach Social Workers, Peer Support, Street Medicine, Substance Use Counselors and Housing Navigators will work together to coordinate strategies, connect residents with housing resources, and address unresolved needs that serve as barriers to housing. An Encampment Closure Team, comprised of Code Enforcement, Oceanside Police Department (OPD), and Public Works will be responsible for clearing encampments, restoring the area to its intended use, and preventing reformation after the outreach process and relocation into housing placements has been completed.

The ERF framework is based on promising practices utilized in other cities nationwide and in alignment with regional priorities. The ERF Program exemplifies Oceanside's commitment to coordinated, data-driven, and sustainable strategies to address homelessness and its impact on the greater community while enhancing regional collaboration to maximize the impact of shared resources. With the demonstrated success of the ERF Program, it is anticipated that the framework can be replicated in other priority areas of the community.

The City of Oceanside remains steadfast in its commitment to reducing homelessness through a comprehensive, collaborative, and sustainable approach. By integrating evidence-based strategies, expanding housing solutions, and enhancing service coordination, the City is laying the groundwork for long-term stability and improved quality of life for individuals experiencing homelessness. However, real progress extends beyond immediate interventions, and it requires a sustained commitment to systemic change, regional cooperation, and innovative solutions that address both the causes and consequences of homelessness. The ultimate goal is not merely to manage homelessness but to create a future where every resident can access safe, stable housing and the support needed to thrive.

### **CITY ATTORNEY'S ANALYSIS**

Does not apply.

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### **ATTACHMENTS:**

1. Staff Report
2. Comprehensive Homeless Strategy